



BOUNDLESS ENERGY™

[www.aepsustainability.com](http://www.aepsustainability.com)

"Smarter, more resilient and more flexible energy infrastructure enhances reliability and allows us to offer new energy solutions and technologies to our customers."

As the country's largest transmission owner and one of its largest utility companies, AEP has been leading the transformation of the electricity business for more than a century. Since 1906, our company has brought comfort to our customers and served as the backbone of our economy. Today, we're giving our customers more choice and flexibility through a smarter grid that delivers more reliable, more secure and increasingly clean energy.

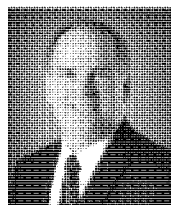
We have retired more than 7,200 megawatts of coal-fueled generating capacity in the past six years. Coal now accounts for about 47 percent of AEP's generating portfolio, compared with 71 percent in 2005. We have cut our carbon dioxide emissions by 44 percent since 2000 and reduced our sulfur dioxide, nitrogen oxide and mercury emissions by approximately 90 percent from 1990 levels. Meanwhile, the energy we supply from renewable resources, like hydro, wind and solar, continues to grow — from 3 percent of our generating capacity in 2005 to 13 percent today.

Our customers also have greater access to new energy resources and solutions through our investments in advanced, smart grid technologies. Smarter, more resilient and more flexible energy infrastructure enhances reliability and allows us to offer new energy solutions and technologies to our customers.

AEP's support was critical in securing a \$40 million federal Smart City grant for Columbus, OH. We are undertaking nearly \$175 million in projects related to Smart Columbus, including the development of microgrids, electric vehicle charging stations, smart street lighting systems and other technologies.

In addition to smart grid technologies, we plan to invest \$1.5 billion in renewable generation over the next three years to further boost the diversity of our power supply portfolio. We also are investing \$9 billion in our transmission business from 2017 through 2019 to support the development of new generation technologies and enhance the reliability and resiliency of our nation's bulk power delivery system.

Our success in transforming how we make and deliver power to our customers is possible only because of the commitment, agility and ingenuity of our employees. Their dedication to safety and innovation continues to drive results for our customers, shareholders and the environment.


**Nicholas K. Akins**

Chairman, President and Chief Executive Officer

Through the decades, we've managed through times of transformation, change and opportunity. We've faced challenges, but we've always emerged a better, stronger company by adhering to our core values: keeping the needs of our customers front and center, offering outstanding products and unsurpassed service, demonstrating the highest standards of integrity, working together to help the company succeed, treating each other with respect, giving back to our communities, showing a passion for what we do, and being accountable for results and learning from our mistakes.

Those Blue Box Values define who we are; how we operate; and how we'll continue to grow, thrive and pursue our vision to become the world's most respected service brand.

To achieve our vision, we need to earn that respect not only from our customers but also from all our stakeholders — our shareholders, our employees, our business partners, and the communities where we live and work. Our service commitment extends from creating innovative products to protecting Card Members' privacy and the security of their data. From promoting the growth of small businesses to developing diverse leaders. From meeting our carbon and energy targets to building a strong company culture.

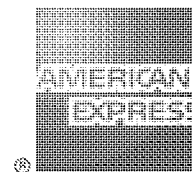
Over the past year we:

- ⊗ Celebrated Small Business Saturday's seventh year, a day we created to support local businesses that help create jobs, boost the economy and preserve neighborhoods across the country;
- ⊗ Expanded paid parental leave to 20 weeks for male and female U.S.-based regular full-time and part-time salaried employees;
- ⊗ Engaged more than 16,000 volunteer employees — donating \$4 million in time and talent;
- ⊗ Maintained a global real estate portfolio, of which more than 50 percent is green-building certified; and
- ⊗ Powered our data centers with 100 percent carbon-free electricity.

We also reached several long-term philanthropic milestones, including:

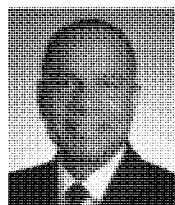
- ⊗ More than \$65 million granted to preserve more than 500 historic places for the future; and
- ⊗ Nearly \$60 million invested to train 50,000 social purpose and nonprofit leaders.

At American Express, we are dedicated to treating everyone we serve with the utmost care and respect. As the world evolves, we will continue transforming to meet the needs of our stakeholders while remaining true to the values that have always sustained us.



[about.americanexpress.com/csr](https://about.americanexpress.com/csr)

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A handwritten signature in cursive script that reads "Kenneth I. Chenault".

**Kenneth I. Chenault**  
Chairman & CEO



www.anadarko.com

"Sustainability is integral to continuing to fulfill our corporate mission. Protecting health and the environment coupled with responsible care for our employees, contractors and communities are core to delivering consistently positive economic performance."

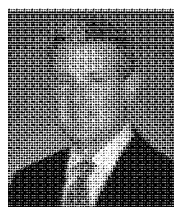
Anadarko's core values form the foundation for all that we do and provide a clear path toward sustainability. Integrity and trust, servant leadership, open communication, people and passion, and commercial focus guide our daily activities and decisions. They are key elements that drive collaboration and provide opportunities for shared successes with our stakeholders wherever we operate.

The challenging market environment experienced over the past couple of years has further bolstered our determination to continually improve and discover new ways to operate more safely, efficiently and cost effectively.

Examples of recent Anadarko initiatives that reflect our desire to deliver shared successes are:

- ⊗ Safety operator challenge and Safety and Environmental Excellence Program (SEEP) — Held competitions across our operating areas and asset teams to drive enhanced safety performance through focused initiatives in training, competency demonstration and field conduct.
- ⊗ Water management — Furthered our commitment to water management through the development of an advanced best practices team with a conservation mindset in the responsible management of water on a life-cycle basis. In Colorado, our Water on Demand system has eliminated more than 330,000 large truck trips or 6.7 million traffic miles while reducing costs by more than \$5 million.
- ⊗ Community advocacy and educational outreach — Expanded our advocacy and outreach with approximately 450 engagements in 2016, which enabled our stakeholders to openly communicate with our scientists and engineers, creating a better understanding of what we do, how we do it and how it benefits all of us.
- ⊗ Humanitarian partnership — Worked collaboratively with emergency services professionals to provide financial support totaling more than \$3 million to the Institute for Disaster Management in Mozambique, the United Way in the United States, the Red Cross in New Zealand and countless community-based organizations.

There is no greater way to deliver shared benefits than by safely providing affordable energy, which is one of the most effective ways to lift entire regions out of abject poverty. As we seek to find and develop new sources of oil and natural gas, we also work to protect and preserve the natural environment while remaining committed to our health, safety and environment policies and initiatives. We provide information and listen to our local stakeholders prior to the start of activity, always seeking to create collaborative relationships that support our communities and long-term investment. To learn more about our initiatives, visit the Responsibility section of our website or follow us on Facebook, Instagram or LinkedIn.



**Al Walker**

Chairman, President and Chief Executive Officer

Enriching and nourishing lives is more than our mission, it's our purpose. We focus on initiatives that support our workforce, protect our environment, strengthen communities, and advance health and wellness. As a company that serves more than 2 billion meals each year and employs more than 270,000 people, we have the scale and reach to help address critical social issues and affect millions.

Traditionally, companies have responded to social needs through their philanthropy programs. To address today's complex challenges, we need a more comprehensive and holistic approach that includes philanthropic resources — but also expertise, employee talents and innovation — to create sustained impact.

In 2015, we took a bold step forward to address health and wellness challenges. We joined forces with the American Heart Association (AHA) with the goal to improve the health of Americans 20 percent by 2020 through improved diet and nutrition. By combining our nutrition and culinary expertise with AHA's research and nationwide volunteer network, we can create a culture of health.

We've made real progress. In our menus at colleges, universities, workplaces, health facilities and businesses, we've achieved an 8 percent reduction in calories, sodium and saturated fat. We're also taking action to increase fruits, vegetables and whole grains. More than 50 percent of the entrees or sandwich items on these menus are now 500 calories or less.

We've developed new, original recipes and updated others, finding ways to use ingredients and products that make a healthier menu: whole grain pizza crusts, brown rice instead of white and kale instead of iceberg lettuce.

Our progress extends into our communities. Working with AHA, we developed, tested and implemented a novel community health engagement model with a highly interactive curriculum. We tested it in five community centers in Chicago, Houston and Philadelphia and found that 69 percent of the program participants increased their fruit and vegetable consumption and 48 percent increased their whole grain consumption.

This year, we're continuing to advance our menus with innovative approaches, like plant-forward/vegetarian options. We're also introducing a consumer education and awareness campaign — **Feed Your Potential 365** — to inspire not only our consumers and communities but also our own employees to discover how healthy food can help people accomplish their best.

Yes, we have a big vision and big goals. Our passion for health and wellness is just as big, and we think we've found the right formula, and the right partner, to succeed.



[www.aramark.com/responsibility](http://www.aramark.com/responsibility)

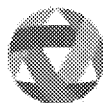
"We've made real progress. In our menus at colleges, universities, workplaces, health facilities and businesses, we've achieved an 8 percent reduction in calories, sodium and saturated fat. We're also taking action to increase fruits, vegetables and whole grains."



A handwritten signature in dark ink, reading "E. J. Foss".

**Eric J. Foss**  
Chairman, President & CEO





ASSURANT®

[www.assurant.com](http://www.assurant.com)

"At Assurant, as a leader in risk management solutions, we are there for our customers when they need us. We uphold a similar passion and commitment to be there for the communities we serve."

Our dedication is driven by the core values we live by: *Common Sense*, *Common Decency*, *Uncommon Thinking* and *Uncommon Results*. Serving as a responsible corporate citizen just makes sense for our business and helps contribute to the success we enjoy.

Our commitment manifests itself in multiple ways. We adhere to unwavering guidelines to ensure ethics and integrity are guideposts across Assurant. We strive to be a responsible and progressive employer. We value diversity and promote inclusion.

And we're especially proud of our efforts in two more areas: operating our business with a meaningful environmental commitment and working directly with more than 14,500 employees and trusted partners to lift up the communities where we serve.

**Protecting the Environment:** We believe in the maxim that a healthy environment for the Earth is a healthy environment for our company. We work to conserve natural resources, promote recycling and adopt strategies to reduce waste. At Assurant, we protect tens of millions of mobile devices. Our facilities process more than 8 million devices annually under rigorous environmental protocols, repairing or reselling the majority of them and recycling another 300,000.

In 2016, our recycling efforts in the United States diverted more than 550 tons of waste material from going into landfills. We promote ride-sharing; at our Miami campus alone, vanpools eliminate a million miles of driving annually and keep 400 tons of carbon dioxide out of the air.

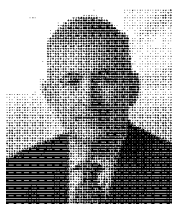
At Assurant, we work to find ways we can conserve energy, and improve energy efficiency, throughout our operations. As 2017 begins, nine of our 15 primary U.S. office facilities have earned ENERGY STAR® certification in 2016–17, with four more applications pending.

**Lifting Up Communities:** Our community service philosophy is summed up in two simple words: *Assurant Cares*. We focus our philanthropic resources and community engagement in the cities and towns where we operate worldwide, chiefly in three focus areas: housing, financial understanding and community support.

In 2016, our Assurant Foundation programs, matching gifts and grants provided more than \$3.5 million to core charitable partners to build affordable housing, teach financial skills to young people, support military families and feed the hungry — among other priorities.

Our employees have worked more than 30,000 volunteer hours for Habitat for Humanity during the past 15 years, constructing more than 30 Assurant-built homes and assisting with many more. In metro Atlanta, more than 30,000 students last year visited our "insurance stores" at two Junior Achievement Discovery Centers, learning about risk management, family budgeting and career skills.

It's rewarding for our employees to work for a company that tries to protect the environment, help the community and do the right things. But it's rewarding for our company too, as we contribute, in our small way, to a better world. We're proud to stand with the companies of the Business Roundtable in this commitment. And we pledge to keep working, keep improving and keep caring.



**Alan B. Colberg**  
President and Chief Executive Officer

When BRT's sustainability report first launched, the world was a very different place. The smartphone was in its infancy, the "Internet of Things" (IoT) didn't exist and "the cloud" was something you saw in the sky. But over the past decade, innovation has sparked a profound technology revolution, giving us more tools than ever to address the world's challenges. And AT&T has been engaged every step of the way.

For example, we're using technology to help preserve the environment and speed the transition to a low-carbon economy. We've set a goal to enable carbon savings that are 10 times the footprint of our operations by 2025, and one way we'll get there is by using our IoT expertise to deliver solutions that help customers reduce their own carbon emissions. We're also helping municipalities better serve citizens and preserve resources through our Smart Cities initiative. From Atlanta to Portland, we're helping metropolitan areas tackle huge challenges like energy, water, waste and air quality.

We're also focused on our country's future workforce. Nearly 10 years ago, we launched our signature philanthropic initiative, AT&T Aspire, to help address the high school dropout crisis and improve workforce readiness. Today, we're collaborating with others to meet a goal to increase the U.S. high school graduation rate to 90 percent by 2020. Through the Aspire Accelerator, we fund and mentor start-ups working to scale education-technology solutions that can remove barriers to learning. Program participants have gone on to work with more than 4 million students. And in Latin America, our Escuela+ program provides schools in eight countries with technology, educational content and teacher training — reaching more than 1 million students since 2007.

Meanwhile, we're reskilling our own workforce to succeed in a software-centric future. We have invested \$250 million in employee development programs since 2013 and are collaborating with Udacity to give both AT&T employees and others the skills they need through our Nanodegree program — accessible, affordable online training in areas like web development and coding.

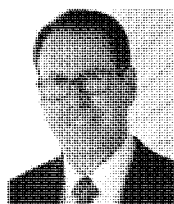
Finally, as people use our network to access more content from more places, we continue to stress their safety. Our IT CAN WAIT® campaign has generated more than 14 million pledges to avoid distracted driving since we rolled it out in 2009.

As much as things have changed, we're just getting started. The potential of technology to build a better future is virtually unlimited. And at AT&T, we're proud to help lead the way.



[att.com/csr](http://att.com/csr)

"When BRT's sustainability report first launched ... the smartphone was in its infancy, the 'Internet of Things' didn't exist and 'the cloud' was something you saw in the sky. But over the past decade, innovation has sparked a profound technology revolution, giving us more tools than ever to address the world's challenges."



A handwritten signature of Randall Stephenson in cursive.

**Randall Stephenson**

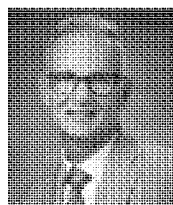
Chairman and Chief Executive Officer

"We are proud to give back to the community — and that includes implementing initiatives to improve the environmental profile of our fleet and reduce our consumption of natural resources."

Avis Budget Group, Inc., is respected as a leading provider of mobility services worldwide through its Avis, Budget, Zipcar, Payless and Apex brands. We are proud to give back to the community — and that includes implementing initiatives to improve the environmental profile of our fleet and reduce our consumption of natural resources. For example:

- ⊙ **Zipcar**, the world's leading car-sharing network, is considered to be one of the most environmentally friendly transportation alternatives available. Zipcar eliminates the need for many households to own a car; in fact, studies found that each North American car-sharing vehicle takes approximately nine to 13 vehicles off the road.
- ⊙ In **Europe and Asia**, our corporate-owned operations are developing and completing initiatives to improve environmental performance, including:
  - Recycling office paper, cans and bottles. Toner cartridges and obsolete computer hardware are collected and recycled by a third party to minimize landfill contribution.
  - Our Business Support Centre in Budapest has been recognized by **Leadership in Energy and Environmental Design (LEED)** and is Platinum certified, making it the greenest office building in Hungary.
- ⊙ Across **North America**, we recycle and reduce solid and liquid waste, including motor oil, oil filters, parts and brake fluids. At offices in Parsippany, NJ, and Virginia Beach, VA, employees recycle office paper, cans and bottles. Toner cartridges and obsolete computer hardware are collected and recycled by a third party to minimize landfill contribution.
  - We eliminated printed promotional material in cars and at rental counters in North America, saving 100 tons of paper and approximately 1,500 trees per year.
- ⊙ Our new **car wash systems** recycle and reuse at least 80 percent of their wastewater. In the United Kingdom, car wash systems recycle 75 percent of the water used.
- ⊙ We offer our customers **a wide variety of environmentally friendly vehicles** at locations around the world, including:
  - **North America** — Of the vehicles available in the model-year 2016 fleet, approximately 63 percent are rated 28 miles per gallon (highway) or better, and 40 percent received U.S. Environmental Protection Agency SmartWay® or SmartWay Elite Certification.
  - **The Netherlands** — The 2016 fleet includes the Nissan Leaf, a 100 percent electric car.
  - **Spain** — More than half of the vehicles in the fleet are rated at sub-120 g/km in carbon dioxide emissions, making "green" vehicles available at almost every location.

We're proud of our efforts to be kind to the environment and remain committed to further managing and reducing our environmental impact.



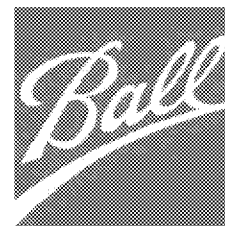
**Larry D. DeShon**  
Chief Executive Officer and Chief Operating Officer

2016 was an exciting and pivotal year in Ball Corporation's 137-year history. Ball's more than 18,000 employees performed well in a dynamic global economic business environment and competitive landscape. We successfully controlled what we could control and completed the \$5.4 billion Rexam PLC acquisition (net of required divestitures), integrated new businesses, and managed numerous improvement and expansion projects. Our Drive for 10 vision instills a greater sense of urgency in us to seize the opportunities ahead to ensure our collective long-term success.

As a larger, more global company, sustainability is more important than ever, and we continue setting a high bar for ourselves to ensure our license to operate and to make the beverage can the most sustainable package in the beverage supply chain. Our team diligently worked to maintain a careful balance of our economic, environmental and social impacts in 2016. We published our fifth biennial sustainability report, detailing our progress toward our updated priorities — product stewardship, operational excellence, talent management and community ambassadors. A few highlights include:

- ⊕ Collaborated with customers to develop and launch game-changing, lighter weight metal beverage and aerosol packaging innovations.
- ⊕ Reduced the product carbon footprint of our most common beverage can formats by 10 percent since 2010, putting us on pace to meet our global Cut/4 CARboN target of 25 percent by 2020.
- ⊕ Achieved our greenhouse gas emission reduction target and decreased our carbon intensity by more than 10 percent in five years.
- ⊕ Inaugurated the first significant renewable energy project in Ball's history by installing three 1.5-megawatt wind turbines at our Findlay, OH, plant.
- ⊕ Gave more than \$4 million to charitable organizations in Ball communities through The Ball Foundation, employee donations and the corporate match. Employees also recorded more than 34,000 hours of volunteer service.
- ⊕ Was recognized as the industry leader in sustainability among container and packaging companies on the 2016 Dow Jones World and North America Sustainability Indices for the fourth consecutive year.
- ⊕ Received a perfect 100 percent score on the 2017 Corporate Equality Index, a national benchmarking survey and report on corporate policies and practices related to LGBT workplace equality, administered by the Human Rights Campaign Foundation.

At Ball, we aim high. We have set ambitious goals for ourselves, including 10 sustainability goals to achieve by 2020. We have the right team, the right mindset and a clear line of sight as we move ahead and maximize the opportunities in front of us.



[www.ball.com/sustainability](http://www.ball.com/sustainability)

*"As a larger, more global company, sustainability is more important than ever, and we continue setting a high bar for ourselves to ensure our license to operate and to make the beverage can the most sustainable package in the beverage supply chain."*



A handwritten signature in dark ink that reads "John A. Hayes".

**John A. Hayes**  
Chairman, President and Chief Executive Officer



[www.Baxter.com/responsibility](http://www.Baxter.com/responsibility)

"We believe that our mission to save and sustain lives is our ultimate statement of corporate responsibility. The global impact of our products, presence and activities will always be assessed through this lens, as we touch the lives of patients, clinicians, communities, employees and other constituencies worldwide."

For more than 85 years, Baxter has been making a meaningful difference for patients and creating lasting social, environmental and economic value in the communities we serve. Our employees are passionate about our mission to save and sustain lives, which is reflected in our portfolio of medically necessary products, our commitment to innovation and our uncompromising dedication to responsible business practices.

As a health care leader, one of our fundamental purposes is broadening access to care. Every year we pursue a wide range of initiatives to advance public health and expand the availability of Baxter treatments. Among these efforts, we work closely with humanitarian aid partners AmeriCares, Direct Relief and Partners in Health to help ensure our products are first on the scene in times of crisis and natural disaster, such as last year's flooding in Louisiana and the cholera outbreak in Haiti. The Baxter International Foundation, our philanthropic arm, shares similar goals, providing millions of dollars annually in grants focused on addressing urgent health care needs.

More broadly, Baxter's emphasis on environmental stewardship includes driving sustainability throughout our global manufacturing operations and supply chain. Key achievements from our most recent goal cycle include the elimination of more than 6,000 metric tons of packaging material from products sent to customers, a 19 percent absolute decrease in greenhouse gas emissions and a 10 percent absolute decrease in water usage. In 2016, Baxter partnered with the community in San Juan Tlacotenco, Mexico, home to many employees working in a nearby Baxter facility, to address the lack of clean water affecting the residents. Through the partnership, innovative solutions including rainwater harvesting, water filtration and education programs were developed, and the community now has access to a sustainable supply of clean water.

We are also helping nurture the next generation of scientific innovators, who will lead the way in defining tomorrow's health care technologies. In 2008, Baxter launched Science@Work with Chicago Public Schools to promote health sciences through teacher training, hands-on projects, lab tours and more. To date, the program has engaged more than 152,000 students as well as 1,700 teachers from more than 150 schools.

Baxter believes that an inclusive culture and diverse workforce contribute to the company's success and sustainability. We are committed to attracting, motivating and retaining a diverse employee base and treating all employees with dignity and respect. The company's eight Business Resource Groups are employee-run affinity groups that drive multicultural awareness and engagement through employee forums, career development and community engagement.

As a result of our efforts, Baxter is frequently cited as a leader in corporate social responsibility. We have been recognized in the Dow Jones Sustainability Index for 17 consecutive years, placing us among the few companies included each year since the index was launched in 1999.

We believe that our mission to save and sustain lives is our ultimate statement of corporate responsibility. The global impact of our products, presence and activities will always be assessed through this lens, as we touch the lives of patients, clinicians, communities, employees and other constituencies worldwide.



**José (Joe) E. Almeida**  
Chairman and Chief Executive Officer

The way we deliver projects for our customers and the world matters as much as what we deliver. Through our efforts in 2016, we helped build a modern workforce, created opportunities for local businesses, and reduced the environmental effects of our projects and offices:

- ⊗ Bechtel is delivering a 700-megawatt gas-fired power plant in Ohio. The facility will produce 50 percent less carbon dioxide and 90 percent less sulfur and nitrogen dioxide than coal plants. The project will also create around 700 construction jobs and has to date purchased around \$34 million from local businesses.
- ⊗ Alongside our partners, Bechtel is providing front-end engineering and construction planning for Horizon Wylfa Newydd, a nuclear power plant that will boost Britain's clean energy supply and power around 5 million homes. The project will generate nearly 10,000 jobs at its peak, including roughly 850 permanent jobs on the Isle of Anglesey.
- ⊗ Along with our customer, BHP Billiton, we inaugurated the Organic Growth Project 1, the largest copper concentrator built by Bechtel with a production capacity of 152,000 tons per day. Besides providing thousands of local jobs, it uses sustainable water sourced from our Escondida Water Supply project, which delivers desalinated seawater at 2,400 liters per second.
- ⊗ With our customer BP and joint venture partner, we are building compressor stations to transport natural gas for the South Caucasus Pipeline Expansion project in Georgia. Using a mix of design, procurement and technology we conserved an average of 100,000 gallons of water a year and saved an average of 371,316 gallons of gas per year, which equates to removing nearly 700 cars from the road.
- ⊗ Over the past four years, we reduced our carbon emissions by 15 percent and water consumption by 13 percent at our offices. And Bechtel supported social progress reaching more than 100,000 people through our volunteers and partners.

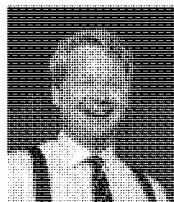
Bechtel completed implementation of its comprehensive strategy to advance sustainability across the business, which included 56 new tools, procedures and programs. As we transition now to meet our new long-term goals and targets, we will unleash innovation to improve our environmental footprint and savings on projects; enhance the resilience of vulnerable communities to natural hazards; and contribute ideas to achieve the global goals around meaningful employment, modern infrastructure and affordable clean energy.

We believe it's no longer enough to build the biggest projects in the world. We will also be known for building the best projects *for* the world.



[www.bechtel.com](http://www.bechtel.com)

"We believe it's no longer enough to build the biggest projects in the world. We will also be known for building the best projects *for* the world."



**BRENDAN**

**Brendan Bechtel**  
Chief Executive Officer



[Corporate.BestBuy.com/Sustainability](http://Corporate.BestBuy.com/Sustainability)

"One of our key measures of success is the extent to which we positively impact the world, enriching people's lives through the use of technology and contributing to the common good."

2016 was a milestone year for Best Buy as we celebrated our 50th anniversary. We are proud of our accomplishments and look forward to continued success on behalf of all our stakeholders. One of our key measures of success is the extent to which we positively impact the world, enriching people's lives through the use of technology and contributing to the common good. Specifically, we focus on five pillars in our ongoing work to prepare Best Buy for the next 50 years of growth:

- ⊗ Improving the customer experience;
- ⊗ Growing transformational leaders;
- ⊗ Working with our vendors to drive innovation;
- ⊗ Increasing the company's return to shareholders; and
- ⊗ Making the world a better place.

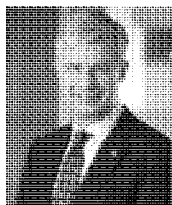
These have been our guiding principles the past several years and have helped steer us toward delivering shared success through all aspects of our business. Critical to the notion of "shared success" is our belief that we play an important role in the communities in which we live and work. In the past 50 years we have employed millions of Americans, touching countless lives as we serve customers and help Best Buy families buy homes, pay for college, care for elderly parents or prepare for retirement. In growing transformational leaders, our commitment to diversity, both gender and race, delivers shared success for our company and communities. In fact, 50 percent of my direct reports are women, and nearly half of our board of directors is female.

Two causes we care deeply about as we strive to make the world a better place are the environment and education. For instance, we have been named an ENERGY STAR® Partner of the Year by the U.S. Environmental Protection Agency for four straight years, a reflection of our commitment to help consumers benefit from energy-efficient products. Our consumers have enjoyed millions of dollars in energy savings, and our carbon footprint has been cut by 43 percent (over a 2009 baseline).

We also help extend the life of millions of products a year through our repair service while bringing a second life to products through our trade-in program. In addition, Best Buy operates the most comprehensive e-waste recycling service in the United States, collecting more than 1 billion pounds to date for recycling.

Our focus on education entails helping ensure America's workforce is prepared for the jobs of the future. Through our nationwide Geek Squad Academy technology camps and our 11 Teen Tech Centers we are inspiring underserved youth to pursue further education and consider careers in technology. Best Buy has served more than 4.5 million youth through our community programs, grants and partnerships with nonprofits.

Our business extends beyond the products and services we offer. It is the pursuit of the common good that continues to drive us.



**Hubert Joly**  
Chairman and Chief Executive Officer

Our mission at BlackRock is to help people around the world plan for long-term financial goals — saving for retirement, planning to buy a home or paying for a child's education. And achieving long-term goals like these requires a long-term mindset, with a focus on building a more sustainable future for our clients, our employees and the communities in which we operate.

There are a few key aspects of our sustainability efforts and work to *achieve shared success*: advocacy and engagement, investment management, and sound environmental management of our own operations.

We strongly believe in a more long-term approach by companies around the world. Within the firm, our investment stewardship team engages extensively with companies, advocating a long-term approach to create sustainable growth and closely examining a company's environmental, social and governance practices. We also are a founding member of Focusing Capital on the Long Term, a nonprofit organization working to develop practical tools for driving long-term behaviors in business and investment decisionmaking.

BlackRock is also a leader in sustainable investing. In 2015, we launched the *BlackRock Impact* investment platform, which gives all types of investors — from individuals to institutions — the opportunity to align financial and social objectives. *BlackRock Impact* currently manages approximately \$200 billion in sustainable investments, such as funds that focus on renewable power.

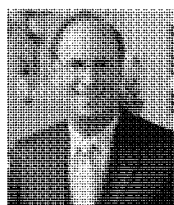
Finally, we are deeply committed to increasing the sustainability of our firm and our operations each year. As part of these efforts, we are working to mitigate our environmental impact through firmwide initiatives to reduce our emissions by powering our data centers and, increasingly, our offices with renewable sources of energy; rooting out waste; and reducing the energy and resource consumption of our offices around the world. We feel that these sustainability efforts must reflect the needs of communities in which we operate and the culture of our firm, and we work closely with local property managers, vendors, universities and governments to drive sustainable practices.

We know that more must be done and that sustainability can never be an afterthought. In 2017, we have established a new team to take the lead on sustainability, which will drive our efforts forward and help deliver shared success for our employees, our clients, our stakeholders and our local communities.

**BLACKROCK®**

[www.blackrock.com](http://www.blackrock.com)

"Achieving long-term goals requires a long-term mindset, with a focus on building a more sustainable future for our clients, our employees and the communities in which we operate."



A stylized, handwritten signature in dark ink, appearing to read 'Laurence D. Fink'.

**Laurence D. Fink**  
Chairman and Chief Executive Officer





[www.bnsf.com/corporateresponsibility](http://www.bnsf.com/corporateresponsibility)

"As we look to the future, BNSF will keep partnering with our customers and communities to become ever more sustainable while remaining focused on safety and moving our economy forward."

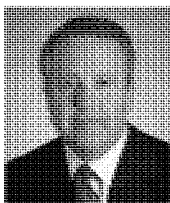
At BNSF Railway, we are proud of the role we play in the economy and in our nation's supply chain. Every day we move goods and materials long distances safely and efficiently across our country that help drive our economy. That efficiency comes from operating a vast steel wheel-on-steel rail transportation network that combines high capacity with low resistance giving us significant economies of scale. It means we can move finished goods and raw materials more than three times more efficiently than over-the-road options. And while we enjoy inherent efficiencies and environmental benefits, we also believe it is good business and good citizenship to further minimize our impact on the environment and promote sustainability.

For example, we have the newest and cleanest locomotive fleet in North America, with roughly 40 percent of our locomotives purchased as new in the past 10 years. This has contributed to an approximate 12 percent efficiency improvement in that same period.

In addition to their efficiency benefits, our trains also relieve urban traffic congestion and reduce emissions. A single freight train can replace several hundred long-haul trucks, freeing up space on our nation's highway system while reducing the wear and tear on our roads. Last year BNSF customers reduced their collective carbon footprint by almost 34 million metric tons, equal to removing the emissions produced by more than 7 million vehicles in a year. Also in the past 10 years, BNSF has cut average locomotive particulate matter emissions nearly in half. This is why environmental organizations, our transportation logistics partners, scholars and government planning organizations recommend increasing the use of rail.

In 2016, we transported nearly 10 million units of freight that make up the necessities of everyday life. These shipments help feed, clothe, supply and power our homes and businesses. As we look to the future, BNSF will keep partnering with our customers and communities to become ever more sustainable while remaining focused on safety and moving our economy forward.

We continue to make progress toward more sustainable operations. Last year we issued our third Corporate Responsibility and Sustainability Report, which discusses impacts of our operations, the progress we have made to move freight in a more environmentally and socially responsible way, and the efforts we are making in communities across our network to be a good citizen where we operate. The report can be viewed electronically at [www.bnsf.com/corporateresponsibility](http://www.bnsf.com/corporateresponsibility).



**Matthew K. Rose**  
Executive Chairman

At Boeing, we aspire to be not only the best in aerospace but also an enduring global industrial champion — a top performer in each and every area of our business. That includes an unwavering commitment to environmental innovation and performance in our products, services and operations.

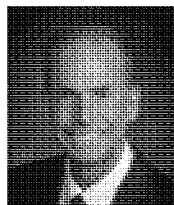
Since our company's founding more than a century ago, Boeing has made remarkable strides in product efficiency. For example, our newest commercial airplanes such as the 737 MAX and 787 Dreamliner are 70 percent more fuel efficient and 90 percent quieter than the first jets that rolled out of our factories in the 1960s. And last year, the U.S. Department of Defense recognized the KC-46 aerial refueling tanker program for reducing hazardous waste from its aircraft painting process. And you can bet our airplanes of tomorrow will feature even more environmental innovations.

We also have made tremendous progress over the past decade in reducing emissions, waste and water use in our operations while significantly growing our business. Two of our busiest factories — the 737 plant in Renton, WA, and the 787 facility in North Charleston, SC — are powered by 100 percent renewable energy. And five of our production facilities send zero waste to landfills.

Building on this momentum, last year we opened the 777X Composite Wing Center in Everett, WA, to fabricate the longest composite wing Boeing has ever built. The lightweight wing will allow the 777X to reach unprecedented levels of fuel efficiency for a wide-body commercial airplane. We invested \$1 billion in innovative carbon fiber technology manufacturing, housed in a facility built to a Leadership in Energy and Environmental Design (LEED) Silver standard. Compared to traditional construction, the center has improved energy and water efficiency, reduced emissions, and better overall environmental quality.

Our environmental leadership extends beyond our facilities and products; we collaborate with numerous research institutions, customers, universities, nonprofit organizations and governments to develop technologies, solve problems, and educate communities around the world about the importance of environmental protection and preservation. For instance, together we are testing green infrastructure solutions to mitigate pollution from storm water runoff and improve overall water quality.

Moving forward, we remain focused on taking our environmental performance to new heights. When we do, our company, our customers and the global communities in which we live and work all benefit.



**Dennis Muilenburg**  
Chairman, President and Chief Executive Officer



[boeing.com/environment](http://boeing.com/environment)

"Our newest commercial airplanes such as the 737 MAX and 787 Dreamliner are 70 percent more fuel efficient and 90 percent quieter than the first jets that rolled out of our factories in the 1960s."

## 10 Years of Shared Success

Since 2007, Boeing has led environmental progress in the aerospace industry. Milestones include:

- Increased the fuel efficiency of our commercial airplanes through the design and launch of the 787 Dreamliner and 737 MAX;
- Led global industry efforts to develop and commercialize sustainable aviation biofuel;
- Established and exceeded challenging goals for reducing emissions, water and waste in our operations;
- Developed, tested and implemented replacements for hazardous chemicals in paints, primers and other surface coatings;
- Built and delivered the world's first all-electric propulsion satellites; and
- Tested technologies for cleaner, quieter and more efficient flight through programs such as ecoDemonstrator and Phantom Eye.



www.borgwarner.com

"For the automotive industry, there is no more important challenge than building vehicles to support a cleaner, more energy-efficient world. BorgWarner develops innovative propulsion system solutions and gets them on the road quickly — driving consumer demand for efficient technology, providing meaningful work for employees and sustaining local economies."

## 10 Years of Shared Success

BorgWarner has become one of the most decorated companies in the history of the PACE awards competition, earning a total of 15 awards since 2005. Millions of vehicles on the road today benefit from BorgWarner's fuel-saving, environmentally friendly innovations. For example, cam-torque actuated variable cam timing phasers and a variety of ground-breaking turbocharging technologies significantly improve fuel economy and reduce emissions. Pressure sensor glow plugs allow automakers to implement closed-loop combustion control in mass-produced vehicles. eGearDrive® transmissions contribute to extended battery-powered driving range. Eco-Launch™ solenoid valves enable automakers to expand stop/start capability across a vehicle fleet.

## A Cleaner, More Energy-Efficient World

For the automotive industry, there is no more important challenge than building vehicles to support a cleaner, more energy-efficient world. This requires a commitment to constantly improve the transportation of people and things.

## Accelerating Innovation

BorgWarner made the commitment to a cleaner world a long time ago, striking the intricate balance of saving fuel, reducing emissions and delivering powerful performance. Combustion, hybrid or electric — we're accelerating innovation in all propulsion systems because the purpose of every vehicle is the same: getting from point A to point B.

Here are just a few examples. For electric and hybrid vehicles, our high-voltage electric motors provide propulsion and help charge the battery when braking or moving downhill, and our eGearDrive® transmission delivers torque to the wheels with more than 97 percent efficiency. For stop/start systems, our Eco-Launch™ accumulator primes the transmission in as little as 0.33 seconds for quick, smooth restarts. For hybrid and combustion systems, our 48-volt eBooster® electrically driven compressor produces big-engine power from smaller, more fuel-efficient engines. Our clutch and motor modules convert a combustion-powered vehicle into a hybrid without changing the engine or transmission.

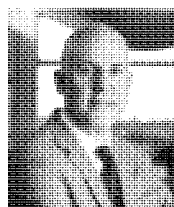
## Nurturing Talent for Tomorrow

As a technology-driven company, BorgWarner ignites the spirit of innovation in students of all ages. With the SAE Foundation, we make science hands-on fun for grade school kids. College students roar around the race track in Formula-style race cars built with financial support from BorgWarner and technical guidance from our engineers. Graduate students tackle 14-week challenges to improve material flow, quality and logistics in our plants around the world.

## Building What We Believe In

Our commitment to a cleaner world begins in the facilities where we design and produce our products. Our plants use a variety of green building techniques including natural lighting and LED lamps to save energy, flow-limiting technologies to conserve water, recycled rainwater to water landscaping, and charging stations to encourage sustainable transportation.

BorgWarner's ability to quickly develop and mass-produce clean technologies increases consumer demand; provides meaningful work for our employees; sustains local economies; and drives change toward a cleaner, more energy-efficient world. I invite you to learn more by reading our [Sustainability in Review 2016](#) report.



**James R. Verrier**  
President and Chief Executive Officer

BCG is proud of its longstanding commitment to support clients across geographies and industries in their sustainability journeys. For more than a decade, we have worked with companies to identify the environmental and social impacts of their businesses and help them create value that benefits the broader communities they operate in and serve.

Among the most ambitious sustainability journeys we have supported is that of Hawaiian Electric Industries, the utility that provides electricity to 95 percent of Hawaii's 1.4 million residents. The company relied on costly, oil-based generation for about 70 percent of its total generating capacity, contributing to electricity rates that were three times the U.S. mainland average. Recognizing the need for a transformation, the company defined a vision to "empower customers and communities with affordable, reliable, clean energy."

We encouraged Hawaiian Electric to set bold targets and aggressive milestones for achieving progress. Working closely with a BCG team, the company established ambitious goals for 2030: increasing the share of renewables in the generation mix from 18 percent to 67 percent (and an unprecedented 100 percent by 2045), tripling distributed rooftop solar adoption and reducing customers' bills by 25 percent. To support the effort, we helped the company create a model that tracks electricity production and demand on an hourly basis, optimizing the resource mix for cost, renewables and distributed generation while ensuring grid reliability and stability.

Achieving these ambitious goals will create significant benefits for Hawaiian Electric's customers, the environment and the utility itself. Customers will see significant reductions in their bills while gaining access to a broader array of products and services. The environmental benefits will be equivalent to planting 300 million trees or taking 1.5 million vehicles off the road (more vehicles than are used on all the Hawaiian islands). The utility will see new opportunities to invest in leading-edge technologies, such as smart grid and battery storage.

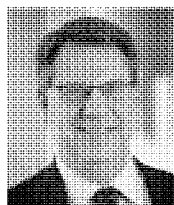
In discussing sustainability, BCG advises clients to "play the long game" — in terms of both the duration of the effort and the breadth of its impact, especially for customers. This often entails a new mindset for executives accustomed to hitting quarterly targets that measure success within the organization's four walls. We also apply this mindset to our own sustainability efforts. Whether it means elevating sustainability on our clients' agendas, partnering with public and social-sector organizations, or pursuing our own green initiatives, BCG remains committed to sustainability for the long haul.



THE BOSTON CONSULTING GROUP

<https://www.bcg.com/expertise/capabilities/sustainability>

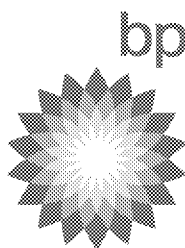
"For more than a decade, we have worked with companies to identify the environmental and social impacts of their businesses and help them create value that benefits the broader communities they operate in and serve."



A handwritten signature of Rich Lesser in cursive script.

**Rich Lesser**

President and Chief Executive Officer



www.bp.com

"Ours is a long-term business, and the only way BP will prosper over the long term is if we operate safely and play a positive role in society."

Sustainability is at the heart of BP's strategy. Ours is a long-term business, and the only way BP will prosper over the long term is if we operate safely and play a positive role in society. The ongoing global energy transition poses a significant challenge: The world has to meet increasing demand for energy while moving toward a lower carbon future. Every part of our company has a tremendous amount to bring to this.

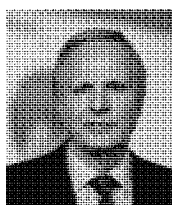
Our strategy will allow us to build a safe, strong, successful business while remaining a good citizen and helping address climate change. It reflects a changing global fuel mix in which oil remains important but is used more efficiently; the cleanest traditional fuel, natural gas, is a vital energy source in a lower carbon economy; and renewables grow faster than any other form of energy.

We have four key priorities. First, we want to run a highly competitive upstream business with an expanding gas portfolio. Second, we want to run a market-led downstream business that helps improve fuel efficiency. Third, we want to run a growing renewables business alongside a dynamic venturing arm. Fourth, we want to modernize the company in ways that are good for business and good for the environment.

The environmental dimension of our strategy builds on two decades of action on climate change. In 2016, we made strong progress in our Lower 48 natural gas business — providing a cleaner alternative to higher emissions fuels at scale — while working to reduce our methane emissions. In addition, the industry-backed Oil and Gas Climate Initiative, which I chair, announced a \$1 billion investment in low carbon technologies. BP also continued to have the largest operated renewables business among our peers, and we continued to support the world-renowned Carbon Mitigation Initiative at Princeton University.

We have done all this while ensuring that safety remains our top priority. BP is taking new actions to manage risk, such as working more closely with our contractors and using advanced technologies — including sensors and remotely operated vehicles — to detect potential problems and keep our people away from harm.

Our people remain BP's greatest assets. Wherever we operate, they uphold our values of safety, respect, excellence, courage and teamwork. There is still much to do, but if we continue delivering meaningful benefits to our stakeholders while making our company economically and environmentally sound, BP can look forward to a bright future as a sustainable business in a sustainable world.



**Bob Dudley**  
Group Chief Executive

Sustainability is closely aligned with Bard's Core Values of Quality, Integrity, Service and Innovation and is a key component of our strategic objective to position the company to deliver above-market revenue growth for years to come.

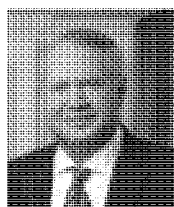
We often highlight the diversity of our product portfolio when we talk to our stakeholders because it is among the things that set us apart. The products in each category are designed to enhance the lives of patients while lowering health care costs across the continuum of care. We are typically able to balance economic headwinds in one part of the business with strong, consistent performance in other categories with the goal of sustaining long-term growth.

Manufacturing advanced medical technologies that are safe and effective for patients requires natural resources, so we endeavor to manage these in efficient and sustainable ways, helping to preserve them for future generations.

Our mission of Advancing Lives extends beyond the patients and customers who use our products. At Bard, we take very seriously our responsibility to our employees and the community. In conjunction with the C. R. Bard Foundation and through employee volunteerism and donations of time, money and products, we support the education, health care, social welfare, arts and culture initiatives that our employees care most about in the communities in which they live and work. In addition, we cultivate and value an inclusive workforce that spans a variety of cultures around the globe, employing talented individuals of diverse backgrounds and perspectives. We provide our employees with a safe working environment, competitive compensation and opportunities to develop their careers beyond their initial set of responsibilities.

Our commitment extends to protecting people and the environment by meeting all applicable local, state and federal regulations, as well as a strict code of internal standards. Ethical, responsible corporate citizenship is embedded in our culture and is integral to our interactions with customers, suppliers, governments and colleagues.

In short, when we talk about our goals and strategic priorities, sustainability is an inherent part of the equation, even when we don't address it explicitly. In our annual Sustainability Report, we aim to provide detail and context around our current performance and efforts related to sustainability, including the ways it relates to the design and manufacture of our products and the way we treat our colleagues, our community and our environment.



**Timothy M. Ring**  
Chairman and Chief Executive Officer



[www.crbard.com/en-US/About-CRBard/Social-Responsibility/Sustainability](http://www.crbard.com/en-US/About-CRBard/Social-Responsibility/Sustainability)

"We support the education, health care, social welfare, arts and culture initiatives that our employees care most about in the communities in which they live and work. We cultivate and value an inclusive workforce that spans a variety of cultures around the globe, employing talented individuals of diverse backgrounds and perspectives."

## Reducing Our Footprint

We track and evaluate water consumption at the corporate level, allowing us to benchmark water use across locations, identify new opportunities to reduce water use and better understand water-related risks. In an effort to reduce our footprint, individual facilities are implementing improvement programs. For example, at our Humacao, Puerto Rico, facility, we have implemented a number of programs to reclaim water from our reverse-osmosis plant and air-handling units for reuse in our cooling towers. In addition, this facility has planned a new project to reclaim and treat process water, which will allow the cooling system to run entirely on recycled water.



[ca.com/sustainability-report](https://ca.com/sustainability-report)

"The software we provide drives efficiencies for our customers by enabling them to easily optimize resources and minimize unnecessary expenditures and energy use. These kinds of software solutions have contributed to a reduction in our own carbon footprint of approximately 36 percent since 2006, equal to taking 7,176 passenger cars off the road."

## 10 Years of Shared Success

In 2012, we set an ambitious greenhouse gas (GHG) reduction goal of 35 percent by 2020, with a base year of 2006. At the time, we acknowledged that it was a bold objective and one that would require collaboration with cross-functional departments and strategic partners. In 2016, we reported that we achieved our GHG reduction target four years ahead of our 2020 goal — marking our own decade of success. Over this period, we have also expanded long-term commitments to expanding science, technology, engineering and math (STEM) programs, improving energy efficiency, enhancing customer experiences and engaging employees.

At CA Technologies, we believe successful companies need to be *Built to Change* — a paradigm that ensures survival by adapting to an evolving marketplace and recognizing that software is at the center of everything they do.

In a climate of constant disruption, a business that is *Built to Change* continuously adapts to an evolving digital reality — in which a company's brand is defined by its tech experiences. A customer sees your technology, your app, your software agility long before they see you.

*Built to Change* companies embrace the concept of *agility*, through which they can sense, react and adapt quickly to shifting market dynamics. Focusing on agility enables a sustainable organization to drive rapid, continuous improvement in customer experience to remain relevant in a marketplace characterized not only by fierce competition but also by environmental and social challenges.

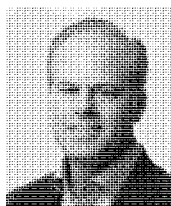
The software we build drives efficiencies for our customers by enabling them to easily optimize resources and minimize unnecessary expenditures and energy use. These kinds of software solutions have contributed to a reduction in CA's carbon footprint of approximately 36 percent since 2006, achieving our greenhouse gas (GHG) reduction target four years ahead of our 2020 goal and marking our own decade of success.

Along with new opportunities, the *Built to Change* model brings new challenges. That's why we develop solutions that help companies move into the next era, when software becomes more innovative and central than ever. These solutions range from enhanced identity and access management to protect users' information to predictive analytics that improve customer insights.

To help provide the technology leaders who are at the center of every company's future, we're working with other organizations, governments and nongovernmental organizations to address the gap in science, technology, engineering and math, or STEM, skills. This includes the *Tech Girls Rock* initiative we created with Boys & Girls Clubs of America and support of the European Commission's Grand Coalition for Digital Jobs.

When we look to the future we see a new world, where a fusion of technology is blurring the lines between the physical, digital and biological spheres. We're on the same path as our customers, harnessing technology investments to produce the best results and developing software that's a central enabler of modern business. This is a catalyst that drives sustainability in every part of a company and the beginning of the new social and environmental solutions the world so desperately needs.

For more information visit [ca.com/sustainability-report](https://ca.com/sustainability-report).



**Mike Gregoire**  
CEO

As we at Campbell strive to live into our Purpose — *Real food that matters for life's moments* — we are committed to building trust through transparency and sustainability. In 2016 we boldly defined our Real Food Philosophy, grounded in three simple principles:

- ⊗ **Real food has roots.** It should be made with recognizable, desirable ingredients from plants and animals.
- ⊗ **Real food is prepared with care.** It should be crafted using ethical sourcing and sustainable practices that safeguard the natural resources we all share.
- ⊗ **Real food should be accessible to all.** It should always be delicious, safe and available at a fair price — all three without compromise.

More than ever, consumers expect brands to be socially responsible, authentic and open about how and where their food is made, why certain ingredients are used, and how those ingredients are produced and sourced. We know the people who buy our foods hold us to a higher standard, and we welcome that accountability. For this reason, we put corporate responsibility and sustainability at the heart of our core business strategies.

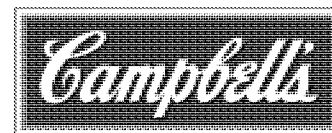
We launched our 2020 Corporate Social Responsibility (CSR) and Sustainability Agenda in 2010 and have made meaningful progress in many areas. We have:

- ⊗ Reduced energy usage by more than 420,000 million British Thermal Units;
- ⊗ Reduced greenhouse gas emissions by more than 85,000 metric tonnes of carbon dioxide equivalent on an absolute basis;
- ⊗ Reduced Campbell water use by nearly 780,000 cubic meters; and
- ⊗ Recycled more than 32,000 metric tonnes of materials in Campbell processing sites.

In addition:

- ⊗ Total charitable giving was more than \$59 million in the last fiscal year alone including company, employee and Campbell Soup Foundation giving.
- ⊗ An additional \$50 million of in-kind product donations were made across the globe.
- ⊗ Our Healthy Communities Program is a growing community collaborative committed to reducing childhood obesity by increasing food access, providing nutrition education and creating better opportunities for physical activity in Camden, NJ; Norwalk, CT; Napoleon, OH; metro Detroit, MI; and Snohomish County, WA.

For nearly 150 years, Campbell has made real food and real experiences that connect our consumers to each other and the world around them. As our company leader, I am committed to making a profit AND a difference, and we are doing both in a way that's authentic, that's transparent and that truly matters.



[www.campbellcsr.com](http://www.campbellcsr.com)

*"More than ever, consumers expect brands to be socially responsible, authentic and open about how and where their food is made, why certain ingredients are used, and how those ingredients are produced and sourced."*



**Denise Morrison**  
President and CEO





**CardinalHealth™**

www.cardinalhealth.com/  
corporatecitizenship

"We feel a great deal of responsibility to apply our nearly 100 years of experience and expertise to reducing the total cost of health care and improving patients' lives while doing our part to be good corporate citizens."

## 10 Years of Shared Success

- Since 2009, we've recycled more than 600 million pounds of waste. Globally, we recycle nearly 80 percent of total waste generated and nearly 20 percent of total water utilized.
- Committed to integrity, our board of directors focuses on long-term growth through strategy, capital deployment and risk oversight. Nine of 11 directors are independent, the majority have health care experience and 45 percent are gender/ethnically diverse.
- An inclusive culture is at the heart of Cardinal Health; distinct Employee Resource Groups provide an opportunity for likeminded individuals to network. In addition, since 2007, Cardinal Health and our Foundation have contributed more than \$175 million in cash and products globally. The company also leads numerous efforts focused on education and prevention of prescription drug misuse, including Generation Rx, which has reached more than 600,000 people nationally.

We're experiencing the most dynamic and rapid change in the history of health care. At Cardinal Health, we are very aware of our responsibility to adapt, innovate and lead.

From hospital to home, Cardinal Health is an essential link that helps health care providers enhance efficiency, improve quality and reduce costs. Making health care more efficient is more than a vision for Cardinal Health — it's a commitment ingrained in our culture. We're making meaningful investments that support environmental sustainability, ethics and governance, strong communities, and an inclusive and diverse workplace for our employees.

A strong environmental compliance record and award-winning facilities distinguish Cardinal Health in our sustainability efforts. In addition to an Environmental, Social and Governance Committee, various teams across the organization focus on packaging and energy reduction, water conservation, and renewable energy. Our environmental, health and safety policy reflects our respect for the environment and dedication to the health and safety of our employees, contractors and the community.

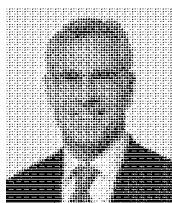
We have a history of engaging with organizations that share our vision around sustainability:

- ⊗ **Dow Jones Sustainability Index (DJSI)** has recognized our achievements for the past 11 years, including us on the DJSI North America Index since 2006.
- ⊗ We are one of a select number of companies to participate in the **U.S. Environmental Protection Agency SmartWay® Program** as a carrier and shipper since 2010; in 2015, Cardinal Health Canada joined **SmartWay**.
- ⊗ Since 2014, we've ranked on **Newsweek's Green Rankings** as a top green company in the country.
- ⊗ We've been a corporate member of the National Association of Environmental Managers since 2008.
- ⊗ As a founding sponsor of **Practice Greenhealth's Greening the Operating Room** initiative, we're passionate about reducing the environmental footprint of operating suites in hospitals nationally.

We work closely with our communities to identify needs, develop strategies and execute programs to improve the places we live and work. One example is our involvement with Smart Columbus, developed to integrate innovative technologies into the city's transportation network to accelerate the transition to an electrified, low-emissions transportation system. Through an unprecedented culture of collaboration in the community of our company headquarters, we are proud to forge ahead in this effort.

We also proudly match employee contributions to nonprofits and support community involvement through team fundraising and board leadership grants. In recent years, we have supported more than 2,000 nonprofits that are close to the hearts of employees.

Together, we believe this integrated approach to community support allows employees to share their talents, time and resources with organizations that work from the grassroots level to international aid organizations.



**George S. Barrett**  
Chairman and CEO

Our customers rely on Caterpillar products to build and develop infrastructure, energy and natural resource assets around the world — to support sustainable progress and improve living standards for people everywhere.

We define shared success as more sustainable operations and more efficient machines, engines and locomotives with lower emissions. With our expertise, advanced technology and focus, we create shared success for our customers and employees and for Caterpillar dealers and global communities. Here are just a few examples of what that shared success looks like in action.

We have been remanufacturing our parts and components for more than 40 years. We disassemble, clean and inspect a drive train, for example, to determine if it can be salvaged effectively. Then we use engineered advanced methods to return it to the latest performance specifications. Returning products to same-as-when-new condition means using fewer raw materials and, ultimately, conserving precious natural resources. Remanufactured and rebuilt products also provide lower cost, reduced downtime and quick, dependable service options for our customers.

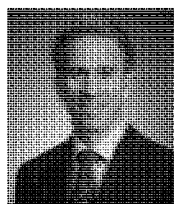
Our Job Site Solutions business partners with Caterpillar dealers and customers to go beyond the iron, to help our customers use their equipment more productively and efficiently — that is, more sustainably.

We are collaborating with stakeholders, including Caterpillar dealers and customers, to restore natural infrastructure across the globe — forests, prairies, farmlands, wetlands and coastal landscapes — because natural infrastructure offers economic, environmental and social benefits. Healthy lands also offer the most productive means for removing carbon from the atmosphere, so it can become a valuable component of soils, plants and ecosystems.

We are committed to the safety of our people, everywhere they work. We are proud Caterpillar's recordable injury frequency rate has improved 92 percent since 2003. It's a testament to our company and employees' dedication to Safely Home. Everyone. Everyday.™

Our people are at the heart of what we do, and we strive to continually be even more inclusive and diverse. Our employees also generously volunteer their time to support the communities where they live and work, and the Caterpillar Foundation invested \$36.8 million in global communities in 2016.

From our own operations to our work in communities around the world to the work our products perform for our customers each day, sustainability is an essential part of who Caterpillar is and what we do.



**Jim Umpleby**  
Chief Executive Officer

# CATERPILLAR®

[www.caterpillar.com/sustainability](http://www.caterpillar.com/sustainability)

"We envision a world where people's basic needs — food, shelter, clean water, sanitation and reliable power — are fulfilled in a sustainable way. We provide work environments, products, services and solutions that make productive and efficient use of resources as we strive to achieve our vision."

## 10 Years of Shared Success

Caterpillar has been making sustainable progress possible for more than 90 years. Just a few of our sustainability highlights in the past decade:

- In 2014, we elevated sustainability to a core value at Caterpillar.
- From 2003 to 2016, our safety results improved 92 percent.
- Environmental performance of our operations improved too, e.g., 32 percent on greenhouse gas emissions in 10 years.
- We increased managed fleet hours 68 percent in two years, supporting our customers in being more efficient and sustainable on their job sites.

We celebrate this progress and know that sustainability needs to continue to be part of how we operate each day.



[www.cbre.com/responsibility](http://www.cbre.com/responsibility)

"Our more than 75,000 employees capitalize on our scale, insight and market position to deliver real estate solutions that create distinct advantages for our clients, the environment and our communities."

As the world's largest provider of commercial real estate services, CBRE takes seriously our responsibility to reduce the impact of buildings on the environment.

To accomplish this, we assist our clients with a variety of sustainability and workplace occupancy strategies that help them to operate more efficiently and attract and retain the very best talent.

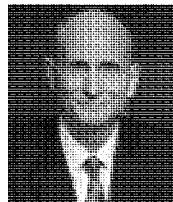
In 2016, we again received a U.S. Environmental Protection Agency ENERGY STAR® Partner of the Year — Sustained Excellence Award, marking the ninth year in a row that CBRE has been recognized for ENERGY STAR performance. We also continue to assist clients in achieving Leadership in Energy and Environmental Design (LEED®) Existing Buildings certification. Our team has now certified more than 525 buildings since 2009.

Moving beyond the environment, we have forged a strategic alliance with Delos™, developer of the WELL Building Standard™, which establishes a benchmark for wellness performance in the workplace.

And finally, our Supplier Code of Conduct sets forth fundamental requirements for tens of thousands of suppliers across our multibillion-dollar global supply chain.

We are proud to have been included in the Dow Jones Sustainability North America Index and FTSE4Good Index again in 2016. We have been named one of the World's Most Ethical Companies® by the Ethisphere Institute for the fourth consecutive year and received a perfect score on the Human Rights Campaign Foundation's Corporate Equality Index for the fourth year in a row.

Our more than 75,000 employees capitalize on our scale, insight and market position to deliver real estate solutions that create distinct advantages for our clients, the environment and our communities.



**Bob Sulentic**  
President & Chief Executive Officer

CF Industries supplies the world with nitrogen, a fundamental building block of life. Nitrogen is as important to life as the air we breathe and the water we drink. The chemical processes that we use to transform natural gas into nitrogen ensure we have the fertilizer that feeds the crops that feed the world and products that remove harmful emissions from industrial activities.



[www.cfindustries.com](http://www.cfindustries.com)

### **Feeding Future Generations Sustainably**

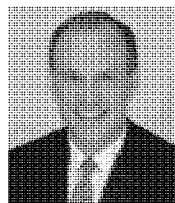
The company has gone through a period of significant growth, which is tied directly to CF's ability to meet the world's need to feed future generations sustainably. During 2016, we completed our expansion projects in the United States, increasing capacity by more than 25 percent in North America. We added to our permanent workforce by 10 percent and, at the projects' height, had more than 4,200 construction jobs in service. We also became the largest nitrogen producer in the United Kingdom through the acquisition of the outstanding interest in a joint venture. CF now can produce annually enough nitrogen fertilizer to support crop yields that can sustain the nutritional needs of more than 250 million people.

The environmental benefits of this capacity are equally important to appreciate. Our nine manufacturing complexes are among the lowest cost and lowest carbon-emitting producers of nitrogen in the world, thanks to their use of clean natural gas, their world-class scale and their energy-efficient technology. For example, a new plant in Donaldsonville, LA, has installed technology that reduces emissions of nitrous oxide, a greenhouse gas, by 94 percent.

### **Working with Stakeholders To Find Solutions**

In addition to greenhouse gas mitigation solutions, CF is committed to the conservation of all natural resources. In Iowa, we are partnering with The Nature Conservancy on a landmark project to spread awareness among farmers and empower them to keep crop nutrients in their soil and out of water supplies. The project brings all stakeholders to the table to implement viable solutions that work both environmentally and economically for farmers. This initiative complements our long-standing support of industry stewardship programs.

There's no doubt that our world faces challenges as it seeks to balance the needs of a growing population with the stresses that those needs place on our environment. We believe that successful pathways can be found when we tackle these challenges in the same manner in which we run our business — engaging with every stakeholder, considering the big picture, seeking efficiencies and always taking a "Do It Right" approach.



A handwritten signature in black ink that reads 'W. Anthony Will'.

**W. Anthony Will**  
President and Chief Executive Officer

"We are partnering with The Nature Conservancy on a landmark project to spread awareness among farmers and empower them to keep crop nutrients in their soil and out of water supplies. The project brings stakeholders to the table to implement viable solutions that work both environmentally and economically for farmers."



www.ch2m.com

"CH2M in 2016 became the first ever awardee in our industry to receive the World Environment Center Gold Medal Award for our global vision and uniquely demonstrated application of sustainable practices integral with delivering client projects."

CH2M always has been a purpose-driven company, focused on delivering sustainable solutions for our clients' infrastructure challenges, from iconic to everyday projects. Our tenacity for client-centric sustainability — delivering greater social, environmental and economic benefits — stands as one of our firm's greatest distinctions. Combining thought leadership in diverse engineering, science, technology and project-management disciplines, we bring innovative, sustainable solutions for smart and scalable infrastructure development serving businesses and communities worldwide.

#### 2016 Highlights

- ⊗ Became the first nonindustrial, professional services company to receive the World Environment Center Gold Medal Award in recognition of our work advancing sustainable performance with many industrial clients.
- ⊗ Implemented sustainable management practices in 200 municipal water facilities.
- ⊗ Eliminated more than 350 tons of carbon dioxide emissions, reduced energy consumption by 20 million kilowatt-hours and saved 27,000 gallons of fuel.
- ⊗ Recycled 22 billion gallons of wastewater and beneficially reused 4,000 tons of effluent.
- ⊗ Salvaged 975 tons of recyclable material, 1,500 gallons of used oil and 1,700 units of universal waste.
- ⊗ Pioneered hundreds of projects harnessing nature-based defenses to bolster infrastructure, earning the American Council of Engineering Companies Diamond Award.
- ⊗ Delivered the Thames Water Lee Tunnel to treat 16 million tons of wastewater per year, cutting waste by 40 percent. The project was named the 2016 Global Project of the Year and Greatest Contribution to London.
- ⊗ Increased public transit capacity to accommodate 1.5 million more passengers in central London.
- ⊗ Integrated digital technologies and smart design into major infrastructure developments for more than a dozen digitally advanced cities and commercial districts.
- ⊗ Improved environmental, health and safety performance at clients' industrial facilities and project sites worldwide, for which we earned the 2016 Enablon Outstanding Partner of the Year award.
- ⊗ Delivered vital resiliency improvements in New York City; Miami and Pensacola Bay, FL; Southern California's Santa Clara Valley; Mobile Bay, AL; and Longmont, CO.
- ⊗ Received the Watermark Award for sustainability from Singapore's national water agency.
- ⊗ Contributed \$1 million from the CH2M Foundation to support science, technology, engineering and math (STEM) education and sustainability and Bridges to Prosperity in Rwanda and Nicaragua, which provides safe passage across dangerous rivers for families to access health care and economic opportunities.
- ⊗ Named among Ethisphere's World's Most Ethical Companies® for eight consecutive years.
- ⊗ Honored as a 2020 Women on Boards Winning Company, with women comprising 29 percent of CH2M's board of directors.

Please visit [www.ch2m.com](http://www.ch2m.com) to learn more about how we serve our purpose delivering sustainable solutions to the clients and communities we serve around the world.



**Jacqueline C. Hinman**  
Chairman and CEO

Chevron has learned through decades of experience that our business success is directly tied to the progress and prosperity of the people we work with and the communities where we operate. Through our business and social investments, we boost local economies by creating jobs, supporting local business and improving livelihoods.

Some of the most powerful tools for creating prosperity in our communities include our supply chain and our workforce investments. In 2015, we spent more than \$54 billion in goods and services around the world to supply energy to our customers, providing meaningful growth for local economies. As part of this, we spent more than \$9 billion on local goods and services in Australia, nearly \$2.4 billion in Kazakhstan and nearly \$500 million in Angola.

Chevron employs tens of thousands of people globally, creating local jobs and developing local workforces. In 2015, 93 percent of Chevron's employees worked in their home countries. We are able to achieve that rate of local hiring in part because we invest in the "human capital" of the countries in which we work. We know that building the capabilities of local workforces not only helps us sustain a strong employee base but also leaves a lasting positive impact on communities as employees gain new skills and knowledge.

For example, Chevron's Pascagoula Refinery has partnered with the Mississippi Gulf Coast Community College for more than a decade to help students train to work at our refinery and at other plants across the Mississippi Gulf Coast. Through the partnership, students learn to work with equipment similar to that used at Chevron's refinery, making it a valuable pipeline of local talent. Since the inception of the partnership, Chevron has hired 86 graduates, hosted 190 interns and provided scholarships to more than 30 students.

Beyond sourcing and hiring, Chevron contributes to the growth of local economies in many other ways, including by providing them with reliable, affordable energy. Over the past 10 years, we have invested approximately \$1.9 billion in partnerships and programs that foster communities' economic growth, with a significant focus on health, education and economic development. Through our social investments in the U.S. Appalachia region, for example, we are helping identify and close skills gaps between the region's workforce and available jobs.

Chevron believes our business succeeds best when the people we work with and the communities in which we operate succeed too — we are in the business of progress.



[www.chevron.com/corporate-responsibility](http://www.chevron.com/corporate-responsibility)

"Chevron's values demonstrate our strong commitment to always delivering results the right way. As we develop the affordable, reliable energy that enables economic growth and human progress, we are also working to achieve our vision of being the global energy company most admired for its people, partnership and performance."



A handwritten signature in dark ink, reading "John S. Watson".

**John S. Watson**

Chairman of the Board and Chief Executive Officer



chubb.com

"In the past year, Chubb took another important step by agreeing to join the United Nations Global Compact, committing to implementing its core principles on the environment, labor, anticorruption and human rights."

For 10 years, Business Roundtable's sustainability report has shown the positive impact business can have in advancing sustainability. This year also marks the 10th anniversary of Chubb's environmental program. We're proud to be a leader in developing insurance products and risk management services that facilitate market-based solutions to environmental and climate-related issues. We're also proud of the progress we have made in reducing greenhouse gas (GHG) emissions in our own operations, as well as supporting environmental initiatives through philanthropic grants and company-sponsored volunteerism.

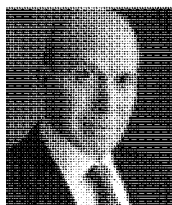
As a global property and casualty insurer, our business provides protection against risks, including the effect of natural catastrophes. Over time, we've seen an increasing trend in extreme weather events and recognize that climate change is a contributor. As a result, climate change is integrated into Chubb's enterprise risk management strategies, as well as other aspects of our business.

Chubb is an industry pioneer in developing advanced environmental risk insurance solutions. For example, last year we issued environmental risk policies in more than 35 countries, and we insure more than one-third of the Global Cleantech 100. We also offer green building consulting services and a property policy that enables rebuilding to greener standards after a loss. Environmental risk is a meaningful and growing business for Chubb, as it is a meaningful and growing issue for society.

In our operations, the company has committed to reducing its carbon footprint. Between 2006 and 2012, a period that preceded ACE Limited's January 2016 acquisition of The Chubb Corporation, GHG emissions were reduced 27 percent per employee. In 2014, ACE set a new goal to cut GHG emissions 10 percent per employee by 2020 from a 2012 base year. Through 2015, ACE achieved a decrease in emissions of 5.3 percent per employee. In 2016, the company earned a score of A- on the CDP's climate change program ranking. Chubb plans to announce an updated GHG emissions reduction goal for the company this year.

In our corporate philanthropy, the environment is also a priority. Around the world, grants from Chubb's charitable foundations are helping to preserve habitats and biodiversity, foster effective resource management, and finance "green-business" entrepreneurs.

In the past year, Chubb took another important step by agreeing to join the United Nations Global Compact, committing to implementing its core principles on the environment, labor, anticorruption and human rights. We look forward to the progress we will make over the next decade.



**Evan G. Greenberg**  
Chairman and Chief Executive Officer

At Cigna, we understand that getting healthy, staying healthy and feeling secure are easier when you have the support of a trusted partner. We work to earn this trust every day through responsible business practices, corporate citizenship and our commitment to providing superior services that meet our customers' individual needs.

Inspired by our mission of improving the health, well-being and sense of security of the people we serve, our approach to corporate responsibility, which we call Cigna Connects, builds powerful connections that positively affect the health of people, communities and the environment. By connecting our mission and actions to our social purpose, we are able to leverage our unique expertise and resources to add value to society and our stakeholders.

Our strategically aligned Cigna Connects journey began several years ago, and during this time, we've advanced many initiatives designed to positively affect the health of people, communities and the environment. Examples of this include:

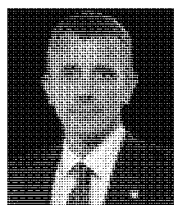
- ⊗ Launching the Cigna Foundation's new World of Difference grant program focused on improving health equity.
- ⊗ Continuing to make progress in meeting the three-year environmental targets we implemented in 2015 — **9 percent** reduction in greenhouse gas emissions, **9 percent** reduction in energy use and **3 percent** reduction in water consumption.
- ⊗ Implementing a Supplier Code of Ethics demonstrating our values and commitment to working with suppliers that embrace ethical behavior, human rights and environmental protection.
- ⊗ Becoming a partner in the Department of Energy's Workplace Charging Challenge, supporting our employees' use of electric vehicles (EV) with installation of EV chargers in several Cigna office locations.
- ⊗ Being the first U.S. health service company of our kind to become a signatory of the United Nations Global Compact.
- ⊗ Publishing Cigna's statement on human rights.
- ⊗ Annually training all new employees in our Code of Ethics and requiring all existing employees to affirm their adherence to the Code.
- ⊗ Adopting a new Director's Code of Business Conduct and Ethics for Cigna's board of directors.
- ⊗ Publishing our third annual Cigna Connects Corporate Responsibility Report communicating our progress toward our environmental, social and governance objectives.

We invite you to read our report and engage with us as we embrace and integrate responsible business practices and corporate citizenship into our work each and every day around the world.



[Cigna.com/corporateresponsibility](https://Cigna.com/corporateresponsibility)

"By connecting our mission and actions to our social purpose, we are able to leverage our unique expertise and resources to add value to society and our stakeholders."



**David M. Cordani**  
President and Chief Executive Officer





[www.cintascsr.com/environment.php](http://www.cintascsr.com/environment.php)

"Cintas was founded on the most basic principles of environmental stewardship. And today, many of the products and services we provide to businesses are green solutions that help our customers minimize their environmental footprint. With only one planet, our passion and commitment to sustainable innovation has no end in sight."

## 10 Years of Shared Success

Cintas has made significant strides in the area of environmental sustainability. Over the past 10 years, our Regeneration Collection, made from textiles created with recycled plastic bottles, has diverted tens of millions of bottles from landfills.

Today, Cintas has more than 400 facilities and has high energy efficiency, water usage and waste reduction standards in place. In 2017, our Montgomery County distribution center was awarded Zero Waste Facility Certification by the U.S. Zero Waste Business Council. We are working toward this certification for other facilities as well.

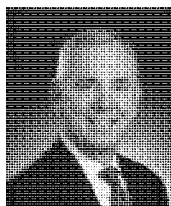
More than 900,000 businesses rely on products and services from Cintas Corporation to get **Ready for the Workday™**. By developing new sustainable products, enhancing our current offerings and improving the way we run our operations, we are striving to minimize our environmental impact.

Uniforms are a large part of our business, so we've developed sustainable apparel offerings. Today, Cintas provides 70 styles of uniforms made with recycled polyester. The Regeneration Collection is made from textiles created with plastic bottles. This process uses less energy and results in less soil contamination and air and water pollution than the production of virgin fibers. When customers purchase this eco-apparel, they are helping to divert landfill waste and provide their employees with stylish and comfortable garments. Our Phoenix Floor Mats, also made with postconsumer plastic bottles, provide more green Cintas solutions for our customers.

With more than 400 locations across the United States and Canada, we are working to reduce the footprint of our facilities. We were the first industrial launderer in our industry to employ washing standards that are 100 percent NPE free, phosphate free and EDTA free at all of our uniform laundry facilities. These facilities use advanced moisture measurement methods to dry garments more quickly, saving significant amounts of fossil fuel and eliminating related greenhouse gas emissions. Our laundry facilities also treat wastewater before discharging it to eliminate pollutants and assist in recycling of water.

Partnerships with knowledgeable organizations, such as the U.S. Environmental Protection Agency (EPA), help us take a strategic approach to energy management. The EPA's ENERGY STAR® program is the most successful voluntary energy efficiency program in history. Cintas is working toward lower utility bills and more energy-efficient products and services at our locations. For example, lighting consumes roughly 15 percent of electricity usage at our facilities, so we are in the process of converting to energy-efficient lighting at most of our sites.

At Cintas, we are focused on growing our business but doing so responsibly. No matter how many customers we service, we will always be dedicated to offering sustainable products and services and limiting the environmental impact of our own operations.



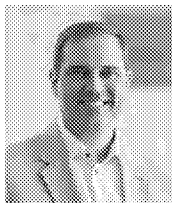
**Scott Farmer**  
CEO

This year at Cisco, we committed to positively affecting the lives of 1 billion people by 2025. While this is an ambitious goal, it is one I truly believe that we can achieve. One of the ways we can make a difference is through our work with cities around the world. In October 2016, we launched Cisco's first "Lighthouse City" in Washington, D.C., to illustrate how transformative our technology can be in the lives of so many. The smart city infrastructure we're building there — from smart streetlights to water monitors — will make sustainable lifestyles more achievable for thousands of people. We're also making additional investments in our Cisco Network Academy program to enable more people to get trained in the skills needed to participate in the digital economy. In addition, we're investing in early-stage nonprofit solutions that use technology to address social and environmental challenges.

As we commit to making a difference in the lives of people around the world, we remain deeply committed to improving what we do at Cisco. Beginning in FY14, and by the end of our four-year program in FY17, we will have implemented more than 450 energy efficiency and renewable energy projects — 100 this past year alone — with a net present value of \$69 million over 10 years. When these projects are complete, they will collectively avoid 140 gigawatt-hours of energy each year. We are also piloting an Internet of Things (IoT) factory of the future with a manufacturing partner, using thousands of sensors to measure the energy consumption of systems and equipment as part of a range of initiatives to reduce the footprint of our extended operations.

In addition, our circular economy program is working to increase used product returns for resale or recycling; study leasing and as-a-service models to facilitate return and reuse; and implement IoT technologies for improved asset tracking, maintenance and operations and improved product and packaging design.

I truly believe that we are at our best when we combine our business strength with our desire to do good things for the world. With the massive increase of people and things becoming connected in the years ahead, we will have even more opportunities to change the world for good, and I can't wait to see what we will accomplish.



**Chuck Robbins**  
CEO



[csr.cisco.com](http://csr.cisco.com)

"I truly believe that we are at our best when we combine our business strength with our desire to do good things in the world."

## 10 YEARS OF SHARED SUCCESS Improving Lives through Technology: A Four-Year Story

An example of our commitment to improving lives shows what's possible when technology and social impact come together. Living Goods, a group of health entrepreneurs in Kenya and Uganda, has used Cisco mobile technology to grow from 400 to 4,000 community health workers over the past four years. These health workers now serve 3 million clients and have driven huge social benefits, lowering child mortality by 25 percent at an annual cost of less than \$2 per person while creating livelihoods for thousands of women.



citigroup.com

"We've recorded \$97.5 billion in environmental finance activity, nearly achieving our \$100 billion goal in just three years due to the unprecedented growth of environmental finance markets, such as renewable energy and green bonds, and the ambitions of our clients."

At Citi, with our more than 200-year history of tackling big challenges, we can't think of a more important challenge than the sustainable and resilient growth of our cities and communities. To foster this, we'll need financial capital; cross-sector collaboration; and strong, long-term commitments from players in both the public and private sectors.

Our 200-year history has also taught us that every challenge presents an opportunity. And we can't think of a more compelling example than the burgeoning market for innovative tools, financial and technical, urgently needed to address the gap between what we can do today and what we'll need to do tomorrow. But we also recognize that this work needs to be approached in an equitable way that appropriately manages and shares the inevitable risks among a wider pool of potential players.

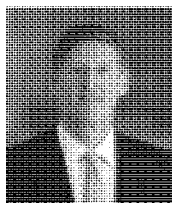
Two years ago, Citi launched our Sustainable Progress Strategy, which featured our flagship initiative, Citi's \$100 Billion Environmental Finance Goal to lend, invest and facilitate \$100 billion to activities that reduce climate change impacts and create innovative environmental solutions. We've recorded \$97.5 billion in environmental finance activity, nearly achieving our \$100 billion goal in just three years due to the unprecedented growth of environmental finance markets, such as renewable energy and green bonds, and the ambitions of our clients. Although we are on track to achieve our goal in 2017, we plan to continue to challenge ourselves by redefining what completion means with a new, more rigorous methodology moving forward.

A number of the deals that counted toward the \$100 billion goal stand out as groundbreaking for their respective markets and represent new approaches to drive future growth in those markets:

- ⊗ Providing construction and tax equity financing for Deepwater Wind's Block Island Wind Farm, the first offshore wind farm in the United States;
- ⊗ Underwriting a \$400 million green bond for Sound Transit to help expand light rail service in the Seattle metropolitan region; and
- ⊗ Providing a combination of loans and bond underwriting for Detroit to upgrade its streetlight system with LED lighting.

Citi's \$100 Billion Environmental Finance Goal is about more than transactions, however. It is ultimately about impact. Some of these impacts include avoiding more than 7.6 million tons of greenhouse gas emissions, supporting more than 31,000 clean energy jobs and providing green affordable housing for nearly 8,000 families.

Along with hundreds of other companies, we are committed to acting to address climate change, which we view as both a business risk and a business opportunity. To that end, we support policies and actions that promote clean energy development and help to bring the economic benefits that come with it to the communities where we live and work. Our company, our communities, our society and the broader economy will undoubtedly benefit from the hundreds of thousands of new and fulfilling jobs and careers that producing low-carbon infrastructure and technology will create in the United States and around the world.



**Michael L. Corbat**  
Chief Executive Officer

CNH Industrial firmly believes that the way to create long-term value for all its stakeholders is to embed sustainability principles into the company's strategy.

In 2016, the company identified the social, political, economic and environmental shifts that are currently generating major changes across the globe and therefore new challenges to be tackled. "Climate Change," "Food Scarcity and Food Security," and an "Innovative and Digital World" were identified as the megatrends that the company needs to measure up to as a priority.

To reach these goals CNH Industrial believes that a robust corporate governance model is essential to effectively manage the interests of all of its stakeholders. Our Code of Conduct establishes the principles that drive day-to-day activities; the Sustainability Plan is a transparent representation of the company's commitment to deliver continuous improvement; and the Sustainability Report describes its achievements.

CNH Industrial continued to offer new, more efficient products that consume and pollute less, including precision farming and machine automation, recognized as the most efficient drivers toward sustainable agriculture. Via its agriculture brands, CNH Industrial's Innovation Group has developed autonomous concept technology to help farmers and agribusinesses boost production and productivity. These concept tractors were designed to enable fully remote deployment, monitoring and control. They use GPS together with the most accurate satellite correction signals for ultra-precision guidance and immediate recording and transmission of field data.

CNH Industrial continues to promote economic, social and cultural development in the communities in which it operates. Through its U.S. foundation, it supports charitable organizations such as Habitat for Humanity and the United Way, through which employees help improve the lives of others in their communities and beyond. Around the globe, the *TechPro<sup>2</sup>* project supports and trains young people while creating a new pool of highly qualified technicians.

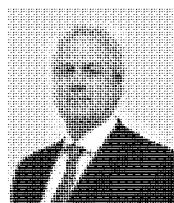
CNH Industrial's sustainability efforts in 2016 resulted in the Dow Jones Sustainability World and Europe indices confirming the company as Industry Leader in the Machinery and Electrical Equipment industry for the sixth consecutive year. The company ranked among the top 9 percent of the more than 2,100 corporations participating in the CDP climate change program, leading to inclusion in the *A List* in recognition of its actions to optimize energy consumption, reduce carbon dioxide emissions and mitigate the business risks of climate change.

Not only do these repeated accomplishments confirm that our results are of the highest standards, but they also reaffirm our ability to maintain them over time, and this is thanks to the continued dedication of our 62,000 employees worldwide.



[www.cnhindustrial.com](http://www.cnhindustrial.com)

"In 2016, the company identified the social, political, economic and environmental shifts that are currently generating major changes across the globe and therefore new challenges to be tackled. 'Climate Change,' 'Food Scarcity and Food Security,' and an 'Innovative and Digital World' were identified as the megatrends that the company needs to measure up to as a priority."



A stylized, handwritten signature in dark ink, appearing to read "Richard J. Tobin".

**Richard J. Tobin**  
Chief Executive Officer



<http://corporate.comcast.com/our-values>

"We are bringing the power of the Internet, and the opportunities it offers, to everyone, regardless of income and background. We are reflecting the vibrant diversity of our employees and communities. We are sensitive to the impact of our business on the environment, even as we grow."

Comcast NBCUniversal has been shaping the future of media and technology for more than 50 years, striving to create a connected world that is innovative, inclusive and environmentally responsible. We are bringing the power of the Internet, and the opportunities it offers, to everyone, regardless of income and background. We are reflecting the vibrant diversity of our employees and communities. We are sensitive to the impact of our business on the environment, even as we grow.

#### **Closing the Digital Divide**

Internet access opens a world of education, employment and social opportunities critical to keeping pace in the 21st century. That's why we are committed to closing the digital divide.

- ⊗ We launched Internet Essentials in 2011, offering affordable high-speed Internet to low-income families, and recently expanded the program to households receiving assistance from the U.S. Department of Housing and Urban Development.
- ⊗ In just five years, we have connected more than 3 million low-income Americans to the Internet at home (750,000 families), provided 54,000 subsidized computers and provided free digital literacy training to 4.4 million people through thousands of community partners.

#### **Reflecting Our Diverse Communities**

Diversity and inclusion fuel our success and innovation. From our workforce to supply chain and programming, we cultivate a business environment where everyone's voice is heard.

- ⊗ Our aspirational goal is to achieve 33 percent people of color and 50 percent women at all workforce levels.
- ⊗ We want to ensure that everyone sees themselves in the rich content we offer and have increased diverse programming available on Xfinity platforms by more than 1,000 percent since 2010.
- ⊗ Comcast NBCUniversal has spent more than \$11 billion with diverse suppliers since 2010, creating opportunities for diverse businesses and supporting the creation of jobs.

#### **Reducing Environmental Impact**

The energy we consume and that millions of our customers use to power our technologies and access our content represents our largest opportunity to reduce environmental impact.

- ⊗ As an industry, we have improved the energy efficiency of our set-top boxes, saving American consumers \$1.18 billion in electricity bills and avoiding 6.5 million metric tons of carbon dioxide in the past three years.
- ⊗ In the past 10 years, nearly 100 NBCUniversal film and television productions have been recognized with an Environmental Media Association Green Seal for progress in sustainable production practices.

Together, we are building the world we want to see through the power of our technology, storytelling and media platforms, reaching people in meaningful ways and changing their lives for the better.



**Brian L. Roberts**  
Chairman and CEO

Conduent began as a new company in January 2017 but inherited a legacy and culture of corporate social responsibility on which we plan to build. Already, we are a leader in our industry and a partner to government and commercial customers around the world. While we are less than a year old, and plans are still in development, we've immediately challenged ourselves to become a leader in corporate social responsibility.

From day one, we are building a culture that reinforces vital prerequisites for leadership in this area. These include diversity, inclusion, community involvement and sustainable business practices. We also recognize the difference our employees can make by giving of their time and energy within their communities.

Our business practices reflect these same values — starting with an unwavering commitment to ethical business practices across all stakeholders and a mindset that everything we do is in service of others. We strive to develop and deliver our services in ways that improve the health and well-being of our planet, as well as the lives of the millions we touch every day.

Below are a few examples of our approaches so far, with more to come as we further organize as a new company.

**Our business practices:**

Conduent employs close to 6,000 remote workers in its Virtual Office program in the United States, which represents more than 13 percent of our domestic workforce. Working remotely helps to reduce our carbon footprint, ease traffic congestion and provide better work/life balance for our employees.

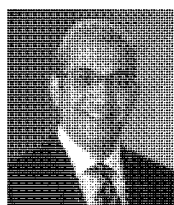
**Our community involvement:**

Many employees in Conduent's Government Healthcare business were directly affected by the devastating floods of August 2016 in Louisiana. Colleagues from across the United States came together to provide assistance. Close to \$8,000 in gift cards were donated and distributed to affected employees in Louisiana.

**Our sustainable services:**

Conduent's Transportation solutions enhance urban mobility, improve traffic flow and decrease the time that people spend searching for parking spaces. These solutions help drivers reduce fuel usage and improve air quality. Conduent offers trip planning apps that allow commuters to plan their transit journey from door to door using buses, subways and car sharing. The cities of Los Angeles and Denver offer the Go LA and Go Denver apps, which include an "eco-friendly" option of routes that include some amount of walking.

I look forward to sharing more updates on our activities and progress as we aspire to join the ranks of leading corporations in the area of corporate social responsibility.



A handwritten signature in dark ink, appearing to read 'Ashok Vemuri'.

**Ashok Vemuri**  
Chief Executive Officer



[www.conduent.com](http://www.conduent.com)

"As a new company starting in 2017, we recognize the importance of Conduent being a responsible and contributing corporate citizen in the communities in which we operate. We're committed to a culture that values diversity, inclusion, community involvement and sustainable business practices. Conduent is an important employer in many countries, and we look forward to building systems and processes creating maximum opportunities for contributing to the places where we operate and society at large."



[www.conocophillips.com/  
sustainable-development](http://www.conocophillips.com/sustainable-development)

"We recognize that stakeholders have high expectations for us, and we are determined to remain a safe and responsible employer, neighbor, partner and operator."

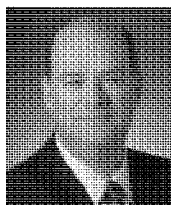
Since the downturn began in 2014, we have taken a number of steps to enhance our safety, health, environmental and social performance, all of which we regard as essential to the sustainability of our ongoing business. This progress was achieved despite the severe downturn in oil and natural gas prices that began in 2014. We recognize that stakeholders have high expectations for us, and we are determined to remain a safe and responsible employer, neighbor, partner and operator.

For example, since 2009 we have reduced global greenhouse gas emissions by 6.8 million tonnes of carbon dioxide equivalent when compared to business as usual, keeping our absolute emissions nearly flat. Much of this was achieved in the San Juan Basin in the United States, where we created and implemented a wide range of programs to drive operational improvements and emission reductions.

Looking ahead, we believe that governments will continue to act and stakeholders will continue to expect thoughtful attention to address climate change concerns. So, we are managing our footprint and engaging constructively with policymakers, communities, investors and other interested stakeholders. We continue to position the company to successfully operate in a world challenged to reduce its emissions. This work entails managing risk, optimizing opportunities, investing in technologies and preparing to respond to evolving government policies in countries around the world.

Across our global activities, we continue to actively engage with stakeholders to develop workable solutions for a range of local and broader societal issues. For example, we work with the world-renowned Smithsonian Institution to advance the conservation and understanding of migratory birds. Through this partnership, we gain a better understanding of the important habitats throughout their migration cycle and how we can take a coordinated approach for more effective conservation. Using advanced tracking technologies, we are involved in a project that charts the journeys of 12 migratory bird species, several of which spend parts of their migration cycle within our areas of operation in Alaska, Alberta and Texas.

We are proud of what we have been able to accomplish as we strive to develop resources responsibly and create lasting value for communities.



**Ryan M. Lance**  
Chairman and Chief Executive Officer

As a leader in customer management, with a global footprint in four geographic regions, Convergys has a responsibility to invest our talent and resources by supporting our communities' capacity to build a stable, skilled and healthy society. Through our Social Responsibility program, we address issues that are specific to local needs and relevant to our business. We build lasting community partnerships with organizations that support the following:

- ⊗ Workforce Preparedness — providing education to help individuals develop a successful career;
- ⊗ Health and Wellness — supporting access to healthy living; and
- ⊗ Stability — creating opportunity for our communities to live well by addressing the challenges of daily living: shelter, food, transportation and financial literacy.

These efforts are linked to United Nations Global Goals Four and Eight, highlighting our company contribution toward greater global good. To further demonstrate our commitment to and transparency about social responsibility and sustainability, Convergys has participated in multiple initiatives:

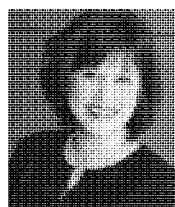
- ⊗ Convergys Connects, in partnership with Points of Light International, has trained more than 2,000 individuals worldwide with the aim to provide English language proficiency, increase computer literacy and develop job-related technology skills.
- ⊗ Convergys voluntarily sought and achieved Verego Social Responsibility Standard Certification. Verego, an independent third-party assessor that ensures the effective management of corporate responsibilities initiatives, thoroughly evaluated our operations, physical sites and policies to award us enterprisewide certification in all five categories: Leadership, Ethics, People, Community and Environment.
- ⊗ Convergys on an annual basis completes the EcoVadis Assessment, addressing 21 criteria across four themes of Environment, Fair Labor Practices, Ethics/Fair Business Practices and Supply Chain.
- ⊗ In 2015, Convergys implemented an initiative to track and report our energy usage and greenhouse gas emissions based on electrical output; set a target for reduction; and committed to showing year-over-year improvement in reducing, tracking and reporting emissions. This initiative includes our participation in the CDP (formerly the Carbon Disclosure Project) and publically reporting that the 2014 documented scope 1 and scope 2 carbon dioxide emissions for approximately 70 percent of Convergys sites globally were 131,605 metric tons.

Our Convergys team, 130,000-plus strong, remains committed to social responsibility and sustainability. We are setting goals and continuing to track and report progress.



[www.convergys.com](http://www.convergys.com)

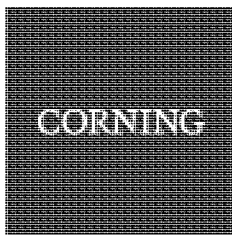
"Our success and continued growth are measured not only by our client and customer satisfaction but also by our efforts to build skilled, stable and healthy communities. At the end of the day, that is the real impact we are making."



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**Andrea Ayers**  
President and Chief Executive Officer





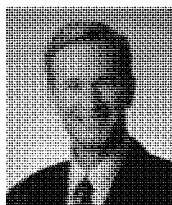
www.corning.com

"We understand that making a positive difference in the world depends not only on our products but also on our actions."

For more than 165 years, Corning has applied its expertise in advanced glass, ceramics and optical physics to develop innovations that transform industries and enhance people's lives. Our products have made the air cleaner, increased the speed and efficiency of communications, and changed the way that people interact with the world around them. But we understand that making a positive difference in the world depends not only on our products but also on our actions. Our sustainability initiatives help us maintain the trust of all our stakeholders, strengthen the communities in which we operate and honor our responsibility to this planet we share.

- ⊗ Corning has been helping make cars cleaner for more than four decades. Our new gas particulate filters reduce emissions from gasoline direct-injection engines, while our lightweight automotive glass can increase a car's fuel efficiency.
- ⊗ Over the past 10 years, Corning has reduced energy use by more than 30 percent and expanded its use of renewables. Our progress has earned Corning the ENERGY STAR® Partner of the Year award from the U.S. Environmental Protection Agency (EPA) for four consecutive years. This year, Corning also received its second EPA Sustained Excellence Award.
- ⊗ Corning's commitment to positive environmental, social and governance-related business practices earned the company an AA rating by MSCI ESG Research, Inc., in 2016, placing Corning among the top 20 percent of companies in our industry.
- ⊗ Corning is committed to diversity and ensuring an inclusive environment for all employees. Corning received a score of 100 for the 11th consecutive year on The Corporate Equality Index, which serves as a benchmark for U.S. businesses' adoption of inclusive policies and benefits for lesbian, gay, bisexual and transgender employees. Additionally, the National Gay & Lesbian Chamber of Commerce, in collaboration with the National Business Inclusion Consortium, named Corning to its inaugural Best-of-the-Best list of corporations committed to diversity and inclusion across all community sectors.
- ⊗ We invest to strengthen the economy and enhance the quality of life in the communities where we operate. Recent investments include funding a major expansion of the Corning Museum of Glass; support for schools, libraries, day care centers, and arts and cultural organizations; and infrastructure improvements and the construction of new green spaces.

We are proud of Corning's achievements, but we never rest on our laurels. We will continue to evolve our sustainability practices in our ongoing effort to make Corning a better version of itself.



**Wendell P. Weeks**

Chairman, Chief Executive Officer and President

At Cummins, we help power our interconnected world — from trucks delivering needed goods to trains carrying passengers and freight to generators powering hospitals, schools and data centers.

Our company wants to be a driving force for sustainable growth and well-being beyond the products we make, helping build stronger communities, extending economic opportunity to more people and addressing the environmental challenges facing the world today.

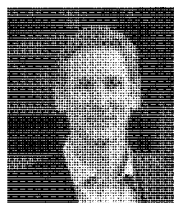
Cummins' environmental sustainability plan reflects our goal to address climate change, clean air and clean water by reducing our carbon footprint, using fewer natural resources and partnering with others to solve complex problems. We take a comprehensive view of our environmental impact, beginning with product design through manufacturing, customer use and end of life.

Our products in use goal, for example, has saved customers 500 million gallons of fuel and nearly \$2 billion since 2014 and avoided 5 million metric tons of carbon dioxide. We just increased our 2020 water reduction goal to 50 percent, having cut water use 42 percent, adjusted by labor hours, since 2010.

Cummins also works with regulatory agencies around the world to help them develop, adopt and enforce tough, but achievable, emission standards. We can offer proven technology at affordable prices, allowing for cleaner air, successful economic growth and healthier communities.

Through our employee engagement initiatives, Cummins strives to build healthy communities where our employees want to live and succeed, ultimately leading to stronger markets for our products. Last year, two-thirds of our employees took action to reduce their environmental footprints during our June Environmental Month. And Cummins and its partners have addressed technical skills gaps by opening 18 vocational education sites around the world for disadvantaged students since 2011.

Ultimately, we're powering what's next for our customers and communities and in the most sustainable way we can.



**Tom Linebarger**  
Chairman and Chief Executive Officer



<https://sustainability.cummins.com>

"Cummins' environmental sustainability plan reflects our goal to address climate change, clean air and clean water by reducing our carbon footprint, using fewer natural resources and partnering with others to solve complex problems."

## 10 Years of Shared Success

Cummins' business has long been about the environment. Our remanufacturing business goes back nearly 60 years, and we have been meeting and pushing for tough but fair regulations for clean air since the 1970s. Ten years ago, we accelerated our progress when we set our first voluntary facility greenhouse gas reduction goal as part of the U.S. Environmental Protection Agency's Climate Leaders Program. We are now on our third energy reduction goal. Our comprehensive environmental sustainability plan, launched in 2014, has seven specific goals about water, waste and energy in our operations, logistics and products in use.



[www.cvshealth.com/social-responsibility](http://www.cvshealth.com/social-responsibility)

"We're helping people on their path to better health. Every day, we work hard to make quality health care more affordable, more sustainable and more accessible. Through Project Health, we have provided more than \$113 million worth of free medical services at CVS Pharmacy stores."

## 10 YEARS OF SHARED SUCCESS

### A Decade of Supporting Health Care Careers

As CVS Health continues to grow, we are committed to creating new jobs in communities across the country. We support the aspirations of young people pursuing a career in health care in a variety of ways such as preparing future pharmacists, nurse practitioners and physician assistants through our CVS Health Foundation Scholarship program, which has invested millions of dollars with professional schools. In addition, we have introduced more than 1 million underserved youth to pharmacy over the last decade, inspiring them to consider careers in our industry by providing training, job shadowing and internships.

CVS Health is a pharmacy innovation company with a clear purpose: helping people on their path to better health by addressing critical health issues.

One of those issues is access to quality, affordable health care. According to the Centers for Disease Control and Prevention, more than 12 percent of the U.S. population in 2015 lacked a usual place to go for medical care.<sup>1</sup> CVS Health is providing greater access through our 1,100 MinuteClinics. More than 50 percent of the U.S. population lives within 10 miles of a MinuteClinic, and MinuteClinic has received more than 34 million patient visits.

Another critical health issue is effectively dealing with chronic diseases such as diabetes, heart disease and cancer. About half of all Americans suffer from one or more of these conditions, and chronic diseases account for 86 percent of overall health care costs. We're helping patients better monitor their conditions, adhere to regimes and medications, and prevent dangerous side effects. Through Project Health, we have provided \$113 million worth of free medical services at CVS Pharmacy locations.

We've also been addressing stresses on the U.S. health care system caused by smoking and opioid addiction. After ending the sale of tobacco products in 2014, we committed to help people lead tobacco-free lives. In 2016 we launched *Be The First*, a five-year, \$50 million initiative to help deliver the first tobacco-free generation. This initiative supports education, advocacy and healthy behavior programming in partnership with best-in-class partners, including the Campaign for Tobacco-Free Kids and the American Cancer Society.

To address the opioid epidemic, we've given CVS Pharmacy stores in 37 states the ability to dispense an overdose remedy without a prescription and have donated more than 600 medication take-back bins to local law enforcement agencies across the country. Through this program, we have collected more than 56 metric tons of unused medications. We also deployed *Pharmacists Teach*, a program in which our pharmacists volunteer in schools to share information around the dangers of prescription drug abuse and misuse. This program has reached nearly 175,000 students.

We also believe there is a vital link between human health and the health of our planet, so we're working to limit the environmental impact of our business operations. In 2015, we achieved a 16 percent reduction in carbon intensity, exceeding our 2018 greenhouse gas reduction target ahead of schedule.

We are committed to continuous innovation in helping people on their path to better health because health is everything.



**Larry J. Merlo**  
President and CEO

<sup>1</sup> <https://www.cdc.gov/nchs/fastats/access-to-health-care.htm#>

DaVita has grown to more than 70,000 teammates (employees) serving approximately 1.5 million patients around the world. DaVita has, since the day it began, worked to enrich the lives of its patients and teammates by developing and offering quality programs. This momentum has spread to teammates' families, their communities and locations around the world. We strive to be a community first and a company second.

In 2017, we will celebrate the 10th anniversary of Village Green, DaVita's environmental sustainability program. Since 2007, DaVita has made significant strides toward accomplishing its goal to be a leader in sustainability in health care. DaVita formalized its environmental commitment in 2010, and in 2011, nearly 2,000 teammates voted to determine DaVita's 2015 environmental goals. In 2016, DaVita formally announced its 2020 environmental goals for DaVita Kidney Care with higher benchmarks for similar goals outlined for 2015. These ambitious goals, which will set our course for the next four years to be a leader in sustainability, are organized around the categories of energy, water, waste, green buildings and supply chain.

Since 2012, our water savings total more than 470 million gallons, the equivalent of more than 710 Olympic swimming pools.

Over the past 10 years our teammates' engagement in sustainability has grown from a handful of teammates to more than 1,000 clinical "green champions" and 17 "green teams" in our major business offices across the country. These teammates dedicate their time to lead their local teams in executing on our sustainability initiatives locally and across the world. In April 2016, approximately 2,600 DaVita teammates, family and friends in five different countries contributed 7,500 hours toward 140 environmental projects in their communities in celebration of Earth Day.

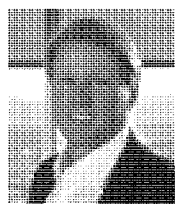
Another way teammates can positively affect communities on a local level is through DaVita Way of Giving. Each year, teams across the country are invited to work together to select a nonprofit organization to support in their community. In 2016, nearly 90 percent of all eligible clinical facilities directed donations of \$2.2 million to local nonprofit organizations. The program has directed donations of \$9.1 million in total to thousands of nonprofits since it began in 2011.

In reflecting on the progress we have made over the past 10 years, we are excited to continue our legacy and improve the quality of life for our patients and teammates and in the communities in which we live and work.



[www.davita.com/community-care/engaging-communities/sustainability](http://www.davita.com/community-care/engaging-communities/sustainability)

*"In reflecting on the progress we have made over the past 10 years, we are excited to continue our legacy and improve the quality of life for our patients and teammates and in the communities in which we live and work."*



A handwritten signature in black ink that reads "Kent J. Thiry".

**Kent J. Thiry**  
Chairman and Chief Executive Officer



**Day&Zimmermann**

*We do what we say.®*

[www.dayzim.com](http://www.dayzim.com)

*"Continuing to focus on a more sustainable environment clearly provides us with a higher purpose and is one of the most important ways Day & Zimmermann can have an impact on helping future generations thrive."*

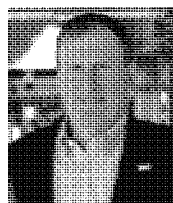
As a responsible corporate citizen, it is our duty to make a difference in our communities and to preserve our planet for future generations. At Day & Zimmermann, we know that our business and the economy can thrive best when we prioritize environmental stewardship and continuously innovate more sustainable solutions that engage our customers and employees.

Day & Zimmermann works with major utility companies to reduce their impact on the environment and comply with regulatory requirements. Nuclear power represents a proven form of clean energy, and Day & Zimmermann has a footprint at more than 50 percent of the U.S. nuclear fleet. We have also supported dozens of customers in following the guidelines of the Clean Air Act by converting coal-fired industrial boilers to cleaner burning natural gas.

Our dedicated Architecture & Engineering Practice and Energy & Sustainability Services are working to improve the efficiency, sustainability and resiliency of buildings through creative design, advanced simulation and robust commissioning. Since 2008, our new design and retrofit projects have saved more than 300 million kilowatt-hours of energy and 60 million liters of water compared to business-as-usual design and operation. These savings have resulted in a cumulative reduction of more than 230,000 metric tons of greenhouse gas emissions. We are working to advance distributed energy generation through combined heat and power plants, and we have incorporated more than 15 megawatts of photovoltaic and solar thermal renewable energy systems into our designs in recent years. We support green-building rating systems and have more than 40 Leadership in Energy and Environmental Design (LEED)-certified projects with an additional 25 projects pending certification.

Additionally, environmentally friendly ammunition disposal has been an ongoing focus of global communities with interest in postconflict ammunition stockpile destruction worldwide. Climate change has caused U.S. lake shorelines to recede, uncovering the risk of potentially harmful contaminants in formerly active ranges used by the military for ordnance testing. We continue to work with the Department of Defense to safely remove material potentially presenting explosive hazard (MPPEH) and munitions and explosives of concern (MEC). At our Lone Star and Kansas munitions facilities, changes to production methods have been evaluated and implemented to eliminate or minimize hazardous waste materials or the generation of them by changing the process, substituting materials, or converting or fixating hazardous waste materials so that they no longer exhibit a hazardous quality.

Continuing to focus on a more sustainable environment clearly provides us with a higher purpose and is one of the most important ways Day & Zimmermann can have an impact on helping future generations thrive. Our sustainability efforts are rooted in our promise — "We do what we say®" — as well as our company values. By championing a sustainability mindset, we gain competitive advantage, delight our customers and protect our planet.



**Harold L. Yoh III**  
Chairman & CEO

At John Deere, our higher purpose is to help our customers — those linked to the land — meet a growing population's increasing need for food, fuel, shelter and infrastructure. It's a monumental challenge — one that motivates me and all John Deere employees daily.

As this report's theme suggests, it is essential that we "Create, Grow and Sustain" and approach our businesses in a socially minded, environmentally conscious manner. With that in mind, I'm pleased to share some of John Deere's sustainability highlights from the past year:

- ⊕ **Minimizing waste:** Deere exceeded its waste-recycling goal again this year. Our electronics manufacturing unit in Fargo, ND, did its part by redirecting its garbage to a refuse-derived fuel processor. By incinerating 51 tons of trash — seven months' worth — our employees kept the material out of a landfill and helped provide power for about 25,000 homes.
- ⊕ **Reducing energy and water usage:** After a paint-system upgrade, our Greeneville, TN, manufacturing facility reduced natural gas and water usage by more than 20 percent.
- ⊕ **Building fuel-efficient products:** The John Deere 8400R tractor established a new fluid-efficiency record among high-horsepower tractors for its class at the industry test site in Germany.
- ⊕ **Putting equipment to good work:** Living Lands & Waters, an organization dedicated to cleaning and preserving America's rivers and waterways, used a donated John Deere excavator to remove more than 200,000 pounds of garbage from a 20-mile stretch of the Ohio River near Cincinnati in just four weeks, a record for the 18-year-old organization.
- ⊕ **Supporting employee volunteerism:** Deere employees recorded nearly 160,000 hours of volunteer support to community organizations globally in 2016, a 50 percent increase over 2015.
- ⊕ **Funding long-term solutions for world hunger, supporting education and developing our communities:** Deere and its foundation invested more than \$31 million during the year, improving the lives of an estimated 18 million people around the globe.

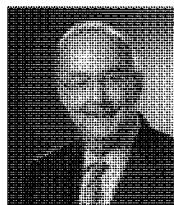
Doing good things doesn't just benefit our neighbors and our environment, it also benefits John Deere. It motivates us and helps us run more efficiently. That's why, even at a time when the business climate is challenging in most of our markets, Deere remains on solid financial footing and firmly dedicated to doing more great work in the years ahead.

I am proud of all of our employees and their efforts to help fulfill our purpose in a socially conscious, environmentally responsible way.



[www.JohnDeere.com/citizenship](http://www.JohnDeere.com/citizenship)

"Doing good things doesn't just benefit our neighbors and our environment, it also benefits John Deere. It motivates us and helps us run more efficiently."



A handwritten signature in black ink, appearing to read "Samuel R. Allen".

**Samuel R. Allen**  
Chairman and Chief Executive Officer



[www.dell.com/legacyofgoodupdate](http://www.dell.com/legacyofgoodupdate)

"We are helping customers become more efficient, effective and sustainable through the power of digital transformation."

Last year, we paved the way for the future — ours, our customers' and our planet's. By combining with EMC and VMware, we created a collective force for innovation that is trusted the world over. We are helping customers become more efficient, effective and sustainable through the power of digital transformation. It's an exciting road ahead, and we plan to go big.

At Dell Technologies, we believe the world is changing faster than we know, opportunity abounds for those who are ready, and business as usual won't cut it in the months and years ahead.

These same beliefs shape how we innovate responsible business practices, participate as good citizens in our communities, and deliver on our Legacy of Good Plan. Our commitment is steadfast: to put our technology and expertise to work where they can do the most good for people and the planet. I am proud to say we're making terrific progress.

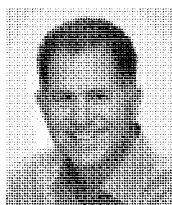
We continue to set the standard with our approach to the circular economy. Our closed-loop supply chain takes plastics from recycled computers and turns them into millions of new parts for 91 of our products globally. We are experimenting with this approach on other Dell and Dell EMC products, plus we are sourcing reclaimed carbon fiber for select laptops and using innovative, sustainable materials like ocean plastics in our packaging.

I am proud of our positive social impact as well. Our Youth Learning initiatives continue to provide technology access and education to underserved children around the world. In fact, a recent survey of our Youth Learning partners showed roughly half of the 320,000 youth participants surveyed had never touched a computer before taking part in our programs.

We continued our partnership with the Translational Genomics Research Institute (TGen) to take on pediatric cancer and enable precision medicine. TGen's Dell-designed high-performance computing solution yielded 50 percent faster genome analysis, nearly doubling the number of pediatric cancer patients TGen serves.

Dell EMC data scientists are also working with researchers in Brazil to define the Zika phenotype and the cause-effect relationship of the virus on the brain. It's this kind of work that truly shows the power of technology to do good.

Technology is the answer to many of the world's toughest challenges, and that inspires our global team every day to deliver on the promise of Dell Technologies.



**Michael Dell**  
Chairman and CEO

The world is changing at an ever-increasing pace. Demographic change is putting pressure on resources, while success in the labor market is increasingly dependent on knowledge and skills. Two of Deutsche Bank's goals are to ensure that our education projects prepare young people to participate in tomorrow's workforce and to continue our work with pioneering enterprises to drive positive change in society. Our corporate citizenship initiatives underscore Deutsche Bank's corporate social responsibility mission to be a reliable, socially minded partner and a catalyst for positive change.

### **Addressing Societal Issues through Entrepreneurship**

In 2016, we rolled out our global *Made for Good* program. Deutsche Bank has a long-standing track record of providing socially motivated finance, having seeded more than 4 million loans for micro-entrepreneurs addressing issues of poverty in the developing world. Supporting early-stage social enterprises — microenterprises, nonprofits or commercially viable social businesses — is a natural extension of our core franchise.

*Made for Good* supports innovative businesses that tackle urgent social and environmental challenges, such as ensuring access to education, health care, food and clean water; creating routes out of poverty and invigorating local economies; and contributing to vibrant and diverse communities. In addition, *Made for Good* provides direct access to Deutsche Bank employee know-how, as well as the bank's networks and capital market expertise.

To identify *The Best Countries to be a Social Entrepreneur*, Deutsche Bank sponsored the first expert poll. The research, carried out by Thomson Reuters in 2016, found that social entrepreneurship is thriving around the world: 85 percent of participants reported growth in their country.

### **Supporting Tomorrow's Workforce**

At Deutsche Bank, we believe that all young people, regardless of social or cultural background, should have the chance to develop their talents and position themselves for success. Our *Born to Be* youth engagement program is designed to break the cycles that limit prospects for employment globally through a range of interventions. This includes building aspirations among children and youth, teaching new skills, and providing an open path to educational and employment opportunities. In 2016, we reached 1.35 million young people globally with our *Born to Be* projects.

With these flagships initiatives, as well as our support for local communities and the disadvantaged, we generate positive impact — for our clients, employees, investors and society. In 2016, nearly 4.9 million individuals directly benefited from the bank's social responsibility programs, and almost 17,000 corporate volunteers collectively dedicated 187,000 hours to support the bank's initiatives.



**Bill Woodley**

CEO, Deutsche Bank Americas



**Deutsche Bank**

[www.db.com/cr/index\\_en.htm](http://www.db.com/cr/index_en.htm)

"Deutsche Bank's corporate citizenship initiatives underscore our corporate social responsibility mission to be a reliable, socially minded partner and a catalyst for positive change."





[www.dow.com/en-us/science-and-sustainability](http://www.dow.com/en-us/science-and-sustainability)

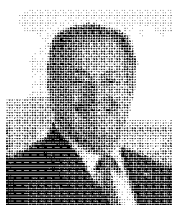
"By driving unprecedented collaborations, Dow will help develop the societal blueprints that will drive the transition to a more sustainable planet and benefit all of humanity."

At Dow, advancing the well-being of humanity and the planet is the central element of our business model. To truly succeed over the long term, a company must create value for society as well as the company's shareholders. The purest purpose of business is to innovate to meet society's needs and solve its problems while building a profitable enterprise. In other words, do well *by doing good*.

That is why our 2025 sustainability goals, introduced in 2015, are designed to do nothing less than redefine the role of business in society. By driving unprecedented collaborations, Dow will help develop the societal blueprints that will drive the transition to a more sustainable planet and benefit all of humanity.

- ☉ We are piloting new business models to advance a circular economy and rethinking what is waste and what is not. In Omaha, NE, Dow has teamed with municipal and industry partners to demonstrate how nonrecycled plastics such as juice pouches can be collected curbside from residents and turned into a source of energy — diverting waste from our landfills.
- ☉ We are helping reimagine the cities of tomorrow through solutions that improve energy efficiency and reduce greenhouse gas emissions. In China, Dow is engaged in the U.S.-China Building Efficiency and Green Development Fund, a private-public partnership that provides financing to implement innovative technologies from the United States in China.
- ☉ We are breaking new ground with The Nature Conservancy by recognizing the value of nature to our company. Businesses depend on ecosystems such as wetlands and forests to filter pollutants or control flooding but often fail to recognize their true economic value. By 2025, we will deliver \$1 billion in value through projects that are good for business and even better for ecosystems. Already we have made a strong start, realizing \$40 million in value in 2016 and anticipating an additional \$60 million in 2017.

As a global science company, there is no one better positioned than Dow to lead change and help address humanity's toughest challenges. Our powerful innovation engine provides an enormous opportunity to deliver transformational technologies and unlock life-changing advances that help people live longer, healthier and more productive lives. By focusing on creating solutions that are good for society, we are creating a stronger planet, a stronger society and a stronger Dow.



*Andrew N. Liveris*

**Andrew N. Liveris**  
Chairman & Chief Executive Officer

Today's dynamic energy marketplace is marked by exciting and dramatic changes in what customers expect from their energy provider. Changing social priorities, new technologies and alternative energy sources are transforming the industry.

Duke Energy has a clear, compelling strategy to deliver value to our stakeholders in this environment, and our commitment to sustainability is woven throughout our approach.

### **Maintaining Safe Operations**

Safety is the foundation for our success. Our employees' commitment helped us beat our industry-leading performance from 2015. We also made tremendous progress closing our coal ash basins and reducing environment incidents. That's a record of performance to be proud of, and I have our employees to thank.

### **Executing Our Strategy**

Our energy grid, the largest in the United States, is a critical part of our nation's infrastructure. We're investing \$25 billion over 10 years to create a smarter, more modern grid that delivers the services our customers expect. Today, the grid stands as a one-way road. In the future, it must become a multilane highway. It needs to send energy and information in both directions. Our investment in the grid will help reduce outages and allow customers to better manage their energy usage.

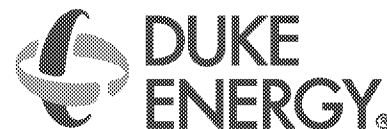
More and more, we're generating cleaner energy. Since 2005, we've reduced our carbon dioxide emissions by 29 percent. To continue on this path, we're investing \$11 billion in natural gas and renewables over the next 10 years. We'll also invest in the infrastructure necessary to supply our plants and customers with cleaner, low-cost fuel.

Yet the customer remains at the center of everything we do. We're updating our technology infrastructure to give our customers smarter, more advanced solutions. Even as we transform, we continue to keep electric rates below the national average. Our commitment also extends beyond the services we provide. In 2016, Duke Energy's combined total charitable giving to our communities was more than \$53 million.

### **Today's Duke Energy**

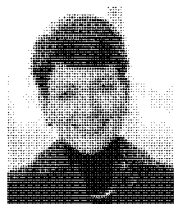
We are committed to powering the lives of our customers and the vitality of our communities. That's our purpose, and our focus on sustainability helps us keep this promise.

Today's Duke Energy is leading the way in a dynamic environment. How we are responding is delivering results and defining the future of our company and the communities we serve. This is our path forward, and we are charging ahead with confidence.



[www.duke-energy.com/our-company/sustainability/reports](http://www.duke-energy.com/our-company/sustainability/reports)

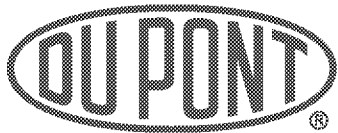
"We are committed to powering the lives of our customers and the vitality of our communities. That's our purpose, and our focus on sustainability helps us keep this promise."



A handwritten signature in black ink, reading "Lynn J. Good".

**Lynn J. Good**

Chairman, President and Chief Executive Officer



www.sustainability.dupont.com

“Our innovations are helping to provide healthy and nutritious food for people everywhere, accelerating the development of renewable markets, decreasing dependence on fossil fuels, and protecting life and the environment.”

## 10 Years of Shared Success

In 2006 DuPont took the bold step of announcing goals that went beyond footprint reductions and focused on investing in R&D that created products that delivered sustainability benefits to our customers and consumers and growing revenues from products that reduced greenhouse gas emissions. Over the past decade, we achieved, and in some cases exceeded, our market-facing commitments. In 2015 we reported more than \$2.6 billion in revenues from products that supported customers and consumers in reducing their greenhouse gas footprint. We are now on the next step of our journey, creating a pipeline of sustainable innovation.

For more than two centuries, DuPont has applied its world-class science and engineering capabilities to help our customers and society solve some of our biggest global challenges. Our innovations are helping to provide healthy and nutritious food for people everywhere, accelerating the development of renewable markets, decreasing dependence on fossil fuels, and protecting life and the environment.

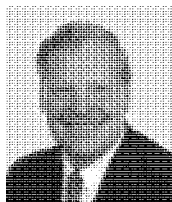
In 2015, we introduced more than 1,600 new products, were granted about 760 new U.S. patents and filed applications for more than 1,000 U.S. patents. Many of these are already delivering sustainable value not just for our customers but for society.

For example, DuPont recently launched Optimum® Leptra® corn hybrids that help control pests, improve yields, and support farmers during late planting or in high pest pressure environments. In nutrition and health, we saw demand for probiotics such as HOWARU® premium increase. This product promotes respiratory health in children. Finally, as the leading supplier of specialty materials to the solar energy industry, we launched DuPont™ Solamet® PV76x and PV19x, which are designed to increase the efficiency of solar cells and power output of solar panels.

As a global company operating in more than 90 countries, we also understand our stakeholders expect us to make visible, time-bound commitments to sustainability. DuPont issued its first set of corporate sustainability goals in 1990, pioneering an early trail for voluntary commitments. In 2015, we were pleased to announce the next iteration in our journey with the launch of our 2020 Sustainability Goals. These goals integrate sustainability in our innovation process, further improve our operational footprint and continue our efforts to enhance global food security. As of the end of 2015, we are proud to have:

- ⊗ Reduced absolute greenhouse gas emissions by nearly 7.5 percent between 2010 and 2015 and cut our total water consumption by approximately 7.6 percent in the same period.
- ⊗ Invested approximately \$4.9 billion and introduced nearly 3,000 new products between 2010 and 2015 as part of our 2020 goal to develop innovations that produce more food, enhance nutritional value and improve agriculture sustainability.
- ⊗ Exceeded our 2020 goal of facilitating 2 million engagements of youth around the world.

Ultimately, our goal is to deliver life-enhancing and sustainable benefits for people around the world. That's where our science and innovation capabilities can make the biggest impact and help us build on our legacy and more effectively contribute to solving some of the world's greatest challenges.



**Edward D. Breen**

Chair of the Board and Chief Executive Officer

*The DuPont Oval Logo is a trademark of DuPont or its affiliates.*

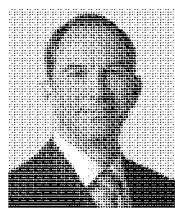
At Eastman, we believe a truly sustainable company is one that creates significantly more value than the resources it uses. This belief drives our strategy to create value for all stakeholders. Whether it's through developing more efficient products and bringing innovative solutions to customers, collaborating with world-class scientific institutions to help solve significant global challenges, or working with community partners to have a positive impact, we are committed to enhancing lives in a material way.

Over the past decade, we have worked to embed sustainability into all our operations and business decisions. We've been on a transformational journey to becoming a specialty company, and our focus on innovating sustainable solutions and product applications to meet the needs of a changing world is more important than ever. I'm proud of the progress that we continue to make, but the journey isn't complete.

When we consider our product portfolio, our people and our ability to bring new innovations to market, the possibilities are endless. As we look to the future, we are focusing our efforts where macro trends align with our world-class technology platforms, and we are leveraging our success and expertise in key platforms where Eastman has been a leader for decades. For example, last year we introduced Eastman Tetrashield™, a vehicle protection resin system that extends the life and durability of automotive coatings. Empowered by the technology behind one of the most successful and sustainable product innovations in Eastman's history — Eastman Tritan™ copolyester — Tetrashield not only improves the toughness and strength of the coating, but it also potentially enables original equipment manufacturers to reduce their energy footprint as well as volatile organic compound and greenhouse gas emissions. For 2017 and beyond, I am confident that we will have many more examples to share as we continue our investment in sustainable innovation.

Creating shared value through impactful partnerships is a key piece of our commitment to corporate responsibility. We seek opportunities to collaborate and engage with business, academia, and various community and value chain partners whose areas of strategic focus complement our desire to bring positive change to the world. Our collaboration with Room to Read®, a nonprofit organization that provides children and young women access to books and learning opportunities in developing countries, is just one of many examples. We believe education and empowerment are crucial to developing sustainable societies for the future. Today's students are tomorrow's innovators.

The women and men of Eastman are the reason we can continue to invest in innovation and positively impact our world. I'm proud of the foundation we've built, and I'm confident Eastman will continue to deliver shared value for decades to come.



**Mark J. Costa**  
Chairman of the Board and Chief Executive Officer

"Whether it's through developing more efficient products and bringing innovative solutions to customers, collaborating with world-class scientific institutions to help solve significant global challenges, or working with community partners to have a positive impact, we are committed to enhancing lives in a material way."



Powering Business Worldwide

[www.eaton.com/sustainability](http://www.eaton.com/sustainability)

"Environmental issues are now global issues, and the world is taking notice. It's a responsibility we gladly accept because we know that we have the power to make a difference."

## 10 Years of Shared Success

We remain committed to improving our environmental footprint, and we will continue to be transparent about our progress. And as we continue on our journey as active stewards of the environment, we recognize that we make our biggest impact on the world through the innovation that we put into our power management products and services. It's also our greatest strength and our biggest opportunity.

Since publishing our first Sustainability Report in 2006, Eaton has reduced greenhouse gases generated by our operations from 1,082,000 metric tons to 807,000, meeting our goal of a 25 percent reduction.

At Eaton, our vision is to improve the quality of life and the environment through the use of our power management technologies and services. And we live this vision every day by being active stewards of our environment — minimizing the impact of our operations and developing innovative solutions for our customers that are efficient in their use of the world's natural resources.

When we say "we make what matters work," that includes making a healthy planet work.

Here are a few examples of how Eaton employees around the world are living our vision:

- ⊗ We recognized 95 Eaton facilities for achieving our zero waste to landfill goal. These efforts resulted in an almost 20 percent absolute reduction in landfilled waste — more than 6,000 metric tons. This also had the secondary benefit of eliminating more than 1,000 metric tons of carbon dioxide emissions that would otherwise have been released during the transportation and storage of landfilled wastes.
- ⊗ We completed more than 60 energy reduction projects throughout our facilities. These included the installation of LED and other energy-efficient lighting, heat recovery systems, and other operational improvements. These projects reduced a cumulative 3,000 metric tons of greenhouse gases during the year.
- ⊗ We joined the Solutions and Innovation Zone at COP22, the United Nations Climate Change Conference in Marrakech, Morocco. In conjunction, we celebrated the opening of our new manufacturing facility in Casablanca, which will serve as the pilot manufacturing site for energy storage battery packs and systems, supplying thousands of households and businesses across Europe, the Middle East and Africa.
- ⊗ Through our continued partnership with Harvard's Sustainability and Health Initiative for NetPositive Enterprise and as a founding member of The Net Positive Project, we are working to help companies drive financial success and create "Net Positive" impacts by putting more back into society, the environment and the global economy than we take out.

In addition, our global celebration of "World Environment Month" brought together tens of thousands of Eaton employees over the past three years to participate in activities such as community cleanup, tree planting, waste reduction and sustainability education programs.

Environmental issues are now global issues, and the world is taking notice. It's a responsibility we gladly accept because we know that we have the power to make a difference.



**Craig Arnold**  
Chairman and CEO

Edison International is positioned to lead the transformative change under way in the electric power industry, which provides growth opportunities while serving the interests of our customers and the environment.

California is home to more than one-quarter of the nation's distributed generation. Southern California Edison (SCE) connected nearly 4,500 solar customers to the grid each month in 2016 — and nearly 200,000 to date. We also are a leader in energy storage, with signed contracts for more than 400 megawatts. SCE is demonstrating the use of clean energy resources to avoid a gas-fired peaker through its Preferred Resources Pilot; the goal is to meet projected electricity growth using energy efficiency, demand response, energy storage and distributed generation. Through our competitive businesses at SoCore and Edison Energy, we are helping commercial and industrial businesses integrate distributed and renewable generation into their energy portfolios, along with other energy advisory services.

### **A Modern, Digital Grid**

A robust distribution system is key to moving our economy toward clean energy. We are in the midst of shifting away from centralized power generation toward more distributed resources. A modernized grid is essential to ensure reliability while enabling the emerging distributed energy future.

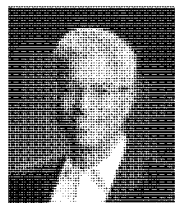
SCE's grid modernization plans will improve reliability, enhance safety and ease integration of the technologies our customers are adopting — rooftop solar, electric vehicles, and smart devices that help reduce or shift electricity usage. We embarked on this journey with our customers to support the widespread adoption of innovative technologies while creating green jobs and lowering greenhouse gas (GHG) emissions.

### **Transportation Electrification**

Leadership in revolutionizing the energy sector also means tackling transportation. In California, transportation is responsible for 36 percent of the state's GHG emissions and more than 80 percent of nitrogen oxides and particulates. In January, SCE submitted a transportation electrification plan to the California Public Utilities Commission focused on GHG and air pollution reduction in disadvantaged communities — areas often located along transportation corridors that are disproportionately affected by pollution.

The plan seeks approximately \$570 million to grow all electric vehicle segments in the coming years, including passenger cars, transit, delivery and freight trucks, and warehouse and port equipment.

Our commitment to enabling distributed energy resources facilitates greater customer choice while fostering innovation, helping achieve clean energy policies and supporting the growth of new markets.



**Pedro J. Pizarro**  
President & Chief Executive Officer



[www.edison.com/home/investors/corporate-responsibility.html](http://www.edison.com/home/investors/corporate-responsibility.html)

*"Our commitment to enabling distributed energy resources facilitates greater customer choice while fostering innovation, helping achieve clean energy policies and supporting the growth of new markets."*

### **10 Years of Shared Success**

Over the past 10 years, our Southern California Edison (SCE) utility has been focused on meeting California's ambitious greenhouse gas (GHG) reduction goals. In 2006, California passed Assembly Bill 32 to reduce the State's GHG emissions to 1990 levels by the year 2020 and followed that in 2016 with Senate Bill 32 to cut GHG emissions to 40 percent below 1990 levels by 2030.

California often starts national trends, and today, our customers are seeking more choices, more control and access to clean resources, including the ability to generate their own electricity with rooftop solar and to drive zero-emission electric vehicles.



<http://exxonmobil.com>

"Since 2000, ExxonMobil has spent nearly \$8 billion on energy solutions that lower greenhouse gas emissions, including energy efficiency, cogeneration, carbon capture and storage, flaring reduction, and advanced algae biofuels."

ExxonMobil's core mission is to safely and responsibly deliver the energy needed to power economic, social and technological progress worldwide. We rely on technology to unlock sources of energy from around the world while upholding the highest standards of safety and environmental protection. Through our work, billions of people have access to reliable and affordable energy that supports their livelihoods.

Society continues to face the challenge of meeting the world's growing energy demand while simultaneously addressing the risks of climate change. ExxonMobil believes the risks of climate change are serious and warrant thoughtful action. Addressing these risks requires broad-based, practical solutions implemented across the globe. The 125 countries that have ratified the Paris Agreement are working together to take action on climate change while recognizing differing national responsibilities, capacities and circumstances.

The energy industry has a role to play in addressing this challenge by making long-term investments in technologies that can expand energy supplies, improve efficiency and reduce environmental impacts. Since 2000, ExxonMobil has spent nearly \$8 billion on energy solutions that lower greenhouse gas emissions, including energy efficiency, cogeneration, carbon capture and storage, flaring reduction, and advanced algae biofuels. In 2016, we announced work on potential technological breakthroughs: One could lead to a more economical pathway toward large-scale capture of carbon dioxide from power plants using fuel cells; another could dramatically reduce emissions from plastics manufacturing through reverse osmosis.

Sound policymaking is also critical for facilitating responsible energy development and reducing the risks of climate change while minimizing costs to society. ExxonMobil has held the view that in the area of climate regulation, policies fostering transparent, uniform carbon prices that allow market forces to drive effective solutions, minimize administrative burdens and promote global participation can be effective. One option being discussed by policymakers that is consistent with these principles is a national revenue-neutral carbon tax.

Community investments are another important factor we consider while working to meet global energy needs. Over the past 10 years, ExxonMobil has contributed nearly \$2.5 billion to improve social and economic conditions around the world, focusing on efforts to strengthen education, combat malaria and advance economic opportunities for women.

We at ExxonMobil are committed to providing people around the world with the energy they need to flourish and to do so in a safe and environmentally responsible way. Our relentless pursuit of technological innovation, operational excellence and environmental stewardship — combined with our strategic community investments — enables us to help solve the world's most pressing energy challenges.



**Darren W. Woods**  
Chairman and CEO

Eight years of slow growth, a lack of job opportunities and the impact of technology on traditional industries have led to a trust deficit — people simply don't trust institutions to create widespread prosperity anymore.

As business leaders, we have an important role to play to win that trust back. In order to do so, however, we first need to recognize that people's concerns are real. Today, median incomes, in real terms, are 2.4 percent lower than they were two decades ago.

We also have to be open about the situation we are in. Going back to the middle of the 20th century is not an option. Jobs are disappearing not because they are going to other countries — they are being replaced by technology. Nor is the answer to close our doors to the global economy. Not when all of the fastest growing markets are outside the United States.

Winning back trust requires more than just honesty though — it requires concrete solutions. As business leaders we need to work, together and with government, to create shared success — prosperity that benefits all of our stakeholders, not just shareholders — and make sure that as the economy changes, it doesn't leave people behind.

At EY the principle of shared success is represented by our purpose: Building a better working world.

What does building a better working world mean? It means we help organizations comply with regulatory requirements and find improvements that enable them to forge better working businesses. We help clients expand, leading to higher living standards and more opportunities for local economies. We support entrepreneurs — who are so important for economic health — and collaborate with governments, nongovernmental organizations and universities to help drive innovation and growth.

The work we do doesn't just generate profits. It creates value for stakeholders worldwide — by stimulating investment, creating employment and fostering greater prosperity across the economy.

We also extend our purpose to the communities in which we live and work. Through initiatives such as Enterprise Growth Services and EY Vantage, we're collaborating with organizations to expand the reach of social and high-impact entrepreneurs.

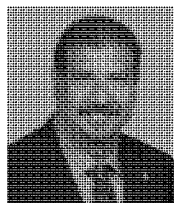
We're supporting the next generation, too, by improving access to quality education and work experience and equipping young people with the skills they need to thrive.

Trust is vital in a world that is changing faster than ever and is more uncertain than ever. And committing to shared success — inclusive growth that delivers more benefits for more people — will go a long way to reducing the trust deficit.



[ey.com/sustainability](http://ey.com/sustainability)

"Winning back trust requires more than just honesty ... it requires concrete solutions. As business leaders we need to work, together and with government, to create shared success — prosperity that benefits all of our stakeholders."



A handwritten signature in dark ink, reading "Mark A. Weinberger".

**Mark A. Weinberger**  
EY Global Chairman & CEO





<http://csr.fedex.com>

"The FedEx team is instrumental in making our goal of investing \$200 million in more than 200 communities by 2020 a reality."

### **Sustainability and Citizenship Equal Good Business**

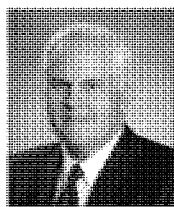
At FedEx we believe our role is to connect the world responsibly and resourcefully. Such connectivity links communities throughout the world, spurs local economic growth and sparks the innovation so critical to human progress.

One big way FedEx connects is through global trade. We move 12 million shipments daily, serving 220 countries and territories, so we understand the value of trade. In fact, the largest customs clearance port of entry in the United States is the Memphis airport, where our FedEx SuperHub is located. Clearly, we at FedEx are passionate about supporting trade, and we consider all FedEx jobs to be trade jobs. Hundreds of thousands of FedEx team members around the world help enable the supply chains of companies from the United States to Uganda or from Singapore to South Africa. We know trade equals more markets and greater opportunities for all companies, especially small and medium businesses.

Just as we created an industry through a strategic vision and expanded that vision through trade, we believe a successful FedEx citizenship strategy can inspire adoption and innovation throughout business and industry. We've seen proof that our strategy is important to our customers, investors and colleagues. For example, last fiscal year, about \$6.7 billion in revenue came from customers seeking information on our corporate citizenship and carbon emissions data.

One of the ways our team members embrace our citizenship and sustainability values is through EarthSmart™ — FedEx Solutions for a More Sustainable World. They serve our customers through innovations such as carbon neutral envelope shipping, paperless processing and paper recycling or through the use of FedEx zero-emission electric, natural gas or hybrid-electric vehicles. And the FedEx team is instrumental in making our goal of investing \$200 million in more than 200 communities by 2020 a reality.

All in all, when it comes to sustainability, and our business in general, it's about the Purple Promise — "I will make every FedEx experience outstanding." FedEx team members take that to heart and put it into action every day.



**Frederick W. Smith**  
Chairman and CEO

As a global leader in engineering, construction and maintenance, Fluor partners with clients around the world on projects that are bringing cleaner energy to millions of people, developing new pharmaceuticals that fight disease, providing the infrastructure that drives rising human prosperity and helping our military forces execute their missions.

Our clients trust us to deliver integrated solutions that meet their needs, in accordance with our core values of safety, integrity, teamwork and excellence. Yet we are not resting on our reputation. We strive to do better every day, raising our expectations with an eye toward the future for Fluor, our industry, our clients and our communities.

**Create** — Fluor is committed to conducting business in a socially, economically and environmentally responsible manner to the benefit of current and future generations, thereby creating value for all stakeholders. Fluor has approximately 60,000 employees in 100 countries working on more than 1,000 projects in more than 60 industries.

**Sustain** — Fluor's goal is to build and grow strong, sustainable communities at our office locations and project sites around the world. Training and employing local workers, spending money with local suppliers, upgrading local infrastructure, and implementing environmental preservation programs are just some of the ways we strive to achieve that goal.

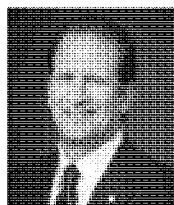
**Grow** — Fluor believes in investing in its workforce and in the communities where we live and work. Our primary areas of focus are education, social services, community and economic development, and the environment.

Our U.S. Gulf Coast Training Center in Pasadena, TX, provides tuition-free training in electrical, instrumentation, pipefitting and welding to support significant work in the region. Since opening in late 2015, the center has more than 270 graduates, including many who now work on Fluor projects.

In 2016, Fluor provided 180,000 students with training in science, technology, engineering and math; reached 19,400 children through the Building Futures Backpack Program; provided 383,000 meals to people in need through various charities; and raised \$5.5 million for the United Way through our Employee Giving Campaign.

More than 200 Fluor employees participated in the annual Global Shore Cleanup, a companywide initiative to clean the shores along our oceans, rivers and lakes. Employees helped restore miles of shoreline, removing more than 4,600 pounds of garbage and nearly 500 pounds of recyclable waste.

I am proud of the efforts of every Fluor employee who lives our core values and remains dedicated to executing with excellence for our clients and for the communities in which we live and work each day.



**David T. Seaton**  
Chairman and Chief Executive Officer

# FLUOR®

[www.fluor.com](http://www.fluor.com)

"We are not resting on our reputation. We strive to do better every day, raising our expectations with an eye toward the future for Fluor, our industry, our clients and our communities."

## 10 Years of Shared Success

In 2009, Fluor codified its commitment to helping our clients build sustainable capital projects and advancing our own ability to do so. Fluor created manual and mandatory policies to guide our engineers in designing with an eye toward sustainability. The same policies promote implementation and construction focused on energy efficiency, supplier diversity, anticorruption, safety, training, community involvement, carbon dioxide management and global green initiatives. The policy was augmented last year with a mobile application to provide additional site-specific information, all part of Fluor's Sustainability Policy to positively affect the environment and communities in which we live and work.

“Since 2007, we have invested more than \$1.8 billion on programs for social advancement.”

During the last decade, we have transformed Freeport-McMoRan from a single-mine company into the world's largest publicly traded copper producer. The modern world requires copper for a healthy and prosperous future, and with Tier-I global assets, we are well positioned to meet an increasing demand. We have learned over the years that our success requires working with local communities to ensure that they and we will have the workforce needed for long-term development.

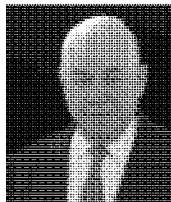
At the core of our business are extraordinary people who focus on safe production while helping improve the sustainability of areas near our operations. Since 2007, we have invested more than \$1.8 billion on programs for social advancement. Education and training are the cornerstones of these investments and provide the foundation for economic opportunity.

Improving science, technology, engineering and math (STEM) education to prepare students for achievement in a knowledge-based economy is also essential for us to compete in this highly technical industry. This is why we support organizations such as Change the Equation (CTEq) and 100Kin10, a multisector effort to prepare and deploy 100,000 STEM teachers in the United States over the next 10 years. As part of our involvement in CTEq in 2016, we invested nearly \$2 million in 14 evidence-based STEM programs that reached 35,000 students.

Ensuring women have opportunities to be full participants in economies is a globally important issue. With skilled partners, we are implementing *DreamBuilder: The Women's Business Creator* — a free, online entrepreneurial training program designed to assist women of all education levels. Today, more than 16,000 women have enrolled in the United States, Chile and Peru. Of those who have graduated, 92 percent have increased sales, and more than 40 percent have hired additional employees.

We also are implementing impactful workforce technical training models including our Nemangkawi Mining Institute in Papua, Indonesia, which has provided skills to approximately 4,000 indigenous tribe members who previously lacked any formal education. In our home state of Arizona, we are partnering with the San Carlos Apache Tribe in programs to increase the employability of Apache students. Today we proudly employ nearly 300 Native Americans. Our experience demonstrates that we can retain a diverse talent pipeline for our business and society as a whole when people have opportunities to develop personal capacity.

Congratulations to Business Roundtable on this 10th anniversary edition, and we look forward to contributing for decades to come.



**Richard C. Adkerson**

Vice Chairman, President and Chief Executive Officer

Frontier Communications Corporation is among the nation's largest communications providers, serving urban, suburban and rural communities in 29 states. Our core product is broadband, through which we offer video, advanced voice and Frontier Secure® digital protection solutions to residential, business and commercial customers.



[www.frontier.com](http://www.frontier.com)

### **Connecting Communities for a Sustainable Future**

Frontier's continued expansion of more, better, faster broadband throughout our service area, including hard-to-reach rural communities, embodies the theme "create, grow, sustain." Broadband stimulates economic growth, spurs job creation, and provides access to better education and improved health care. By investing in broadband deployment to previously unserved and underserved communities — particularly in rural areas — Frontier is enabling smart, sustainable development for these communities.

Constant connectivity will be the expectation as a digital generation comes of age. Frontier's infrastructure will be part of a greater social network that will wield enormous economic, cultural and political influence. As digital communication becomes the new normal, our company is committed to ensuring our customers can connect and collaborate to improve the lives of their families and their communities.

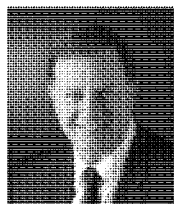
### **Contributing to a Sustainable Ecosystem**

Every day, Frontier employees seek ways to be eco-efficient. Using resources wisely and reducing our use of energy for our facilities, equipment and vehicle fleet is embedded in our business model and our worklife. For example, Frontier's service calls to customers start with a fleet of 15,000 vehicles equipped to make repairs and keep connections alive. In California, Connecticut, Florida and Texas, Frontier's fleet includes several hundred vehicles that run on compressed natural gas (CNG). CNG emits up to 90 percent fewer emissions and costs about 50 percent less than gasoline. Less pollution and decreased maintenance costs are good for the environment and the company's bottom line.

Frontier is also planning a trial to collect and process used vehicle oil for reuse as "re-refined" oil. Instead of going to waste sites, the oil's impurities are removed, leaving the oil ready to be reused in the marketplace. This process could eliminate the disposal of thousands of gallons of fuel oil a year and would represent a significant step forward toward a cleaner fleet.

Frontier will continue to seek smart, environmentally responsible solutions to make our facilities, equipment and fleet cleaner and reduce costs.

*"As digital communication becomes the new normal, Frontier Communications is committed to ensuring our customers can connect and collaborate to improve the lives of their families and their communities."*



A handwritten signature in black ink, appearing to read "D. McCarthy".

**Daniel J. McCarthy**  
President and Chief Executive Officer



[www.gesustainability.com](http://www.gesustainability.com)

"Business must now lead and not depend on government to be a beacon for sustainability. We must move on our own. It is no longer enough for companies to focus on their direct footprint, they must think about what types of jobs and opportunities they are creating for society."

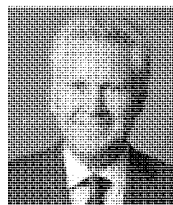
### Leadership in a Dynamic World

The global landscape is changing. Digital is creating world-changing innovations but also disrupting industry and how people work. At the same time, economic nationalism is rising around the world, largely resulting from parts of society not benefitting from years of increased globalization. Sustainability has also evolved. Business must now lead and not depend on government to be a beacon for sustainability. We must move on our own. It is no longer enough for companies to focus on their direct footprint, they must think about what types of jobs and opportunities they are creating for society. Tackling environmental challenges, affordable healthcare and energy access remain critical but have become engrained in our business operations. Right now, we are challenging ourselves to retrain workers, provide new skills for the digital age and make investments for high-quality jobs in communities around the world. This is an imperative not only for our company but also for the 180 countries where we operate.

Sustainability isn't an initiative for us; it is integrated into our core business strategy:

- ⊗ **Rethinking Skills Development:** GE spends \$1 billion a year on development and skills training. We are working to ensure that this training equips employees and communities to benefit from digital and advancements in manufacturing.
- ⊗ **Promoting Diversity:** We have long seen the benefits of diversity across our company. This year we set a goal to create a global workforce of 20,000 technical women in science, technology, engineering and math (STEM) roles by 2020 and recruit 50 percent women into all our entry-level technical leadership programs.
- ⊗ **Investing for Affordable Healthcare:** More than 5.8 billion people still lack access to quality, affordable healthcare. To help find solutions, GE Healthcare has committed \$300 million to launch Sustainable Healthcare Solutions, which will bring disruptive technologies to healthcare providers across emerging markets.
- ⊗ **Pushing Innovation in Energy:** Investing in clean energy is good for business, job creation, the economy and the world. Last year we invested \$2.7 billion in cleaner technology solutions across fossil fuels, renewables and the grid through our Ecomagination strategy.
- ⊗ **Meeting Our Environmental Goals:** We have set ambitious goals to reduce our freshwater use and greenhouse gas emissions by 20 percent from a 2011 baseline by 2020. We have made big strides by applying GE innovations in on-site solar and LED lighting at numerous facilities.

We can't solve these issues alone. However, we will continue do our part through partnerships across industry, government, education and civil society to ensure we are preparing our communities to thrive in this changing world.



**Jeffrey R. Immelt**  
Chairman and CEO

Last year was a milestone year for General Mills, as we celebrated our 150th year of serving the world by making food people love. We intend to celebrate again in another 150 years, and the only way we'll realize that goal is by conserving and protecting the natural resources upon which our business depends.

General Mills' greatest environmental impact occurs outside of our operations, primarily in agriculture, which includes more than half of our value chain's greenhouse gas emissions and 99 percent of our total water use. Our sustainability efforts are therefore focused on climate, water, ecosystems and sustainable sourcing.

Some 2016 highlights of our efforts include:

- ⊗ **Soil Health Roadmap.** Healthy soil helps farmers be more productive and resilient during weather extremes, it helps protect water quality and biodiversity, and it sequesters carbon. With support from General Mills, The Nature Conservancy developed "A Roadmap to U.S. Soil Health" that outlines a coordinated approach for science, economics and policy to help build soil health across U.S. agricultural lands. At 50 percent adoption, we estimate that improved soil health would provide \$1.2 billion in annual net economic gains for farmers and \$7.4 billion in water and climate benefits.
- ⊗ **Water Stewardship Commitment.** General Mills committed to champion the development of water stewardship plans by 2025 for the most material and at-risk watersheds in our global value chain. As part of our commitment, we will support local watershed collaboration efforts, foster development of foundational tools and advocate science-based policy in watersheds based in California, Idaho, Florida, New Mexico, India and China.
- ⊗ **Pollinator Habitat Development.** General Mills, the Xerces Society and the U.S. Department of Agriculture announced a program to restore and protect pollinator habitat across hundreds of thousands of acres of farmland in North America. The five-year, \$4 million financial commitment will support farmers across the United States by providing technical assistance to plant and protect pollinator habitat, such as native wildflower field edges and flowering hedgerows.
- ⊗ **Sustainable Sourcing.** In 2013, General Mills made a commitment to sustainably source our 10 priority ingredients by 2020. The ingredients represent 40 percent of our annual raw material purchases. With three years remaining on our commitment, we continue to make progress across all ingredients, with the most progress to date in palm oil (100 percent), fiber packaging (99 percent) and sugar cane (59 percent).

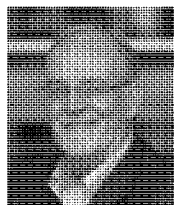
Our progress is driven by General Mills' committed employees, who together, using innovative technologies and practices, are making a lasting impact on the communities where they live and do business around the globe.



GENERAL MILLS

[www.generalmills.com](http://www.generalmills.com)

"The food industry relies on nature's bounty for the ingredients in our products. Our company's size, scale and global scope allow us to have a material impact on societal issues like climate change, global food security, global health and food safety — and we embrace the opportunity to do our part, as we've demonstrated through our actions in recent years."



*Ken Powell*

**Ken Powell**

Chairman and Chief Executive Officer



[www.grantthornton.com](http://www.grantthornton.com)

"All our work at Grant Thornton stems from a single, clear purpose: to help people achieve their potential today so we can build a better tomorrow."

For more than 90 years, Grant Thornton has been helping people, organizations and communities reach their full potential. Our shared values inspire us to run our business for the benefit of all our stakeholders. This culture of social responsibility extends through all we do — from our audit, tax and advisory work to our volunteerism, community outreach and philanthropy.

#### **Thinking Globally**

We use the United Nations' new sustainable development goals, the Global Goals, to guide our work. We are a founding partner of Impact 2030, the first global effort to marshal corporate volunteers in support of the Global Goals. We helped organize the Impact 2030 Summit last year, hosting more than 90 corporate social responsibility leaders to drive this work forward.

#### **Acting Locally**

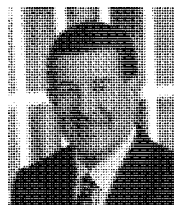
With the Global Goals as our guide, our people make positive change through GTUnited, our innovative national volunteer engagement program. Our GTUnited volunteer councils, which we've established in 90 percent of our offices nationally, engage our people in the causes that matter to them and help connect and inspire teammates across the firm.

In 2016, we launched the GT24 Challenge, inviting teammates to complete at least 24 hours of volunteer service in the coming year. To date, more than 25 percent of our team has responded, committing to perform 48,120 total volunteer hours (and counting) this year to support education, the environment, health services and other important areas. Many of these hours will come through nonprofit board service, as more than 800 of our people work to provide leadership, governance and financial support to help these organizations achieve their goals.

#### **Serving Nonprofits**

We also support the nonprofit sector through our core business, as one of the largest providers of professional services to nonprofit organizations, helping them improve their operations, manage risks and fulfill their missions for the people they serve. We work with nearly a third of the organizations in the NonProfitTimes Top 100 and Forbes Top 50 U.S. Charities. When these groups are more effective at what they do, the benefits cascade through all the communities we serve together.

All our work at Grant Thornton stems from a single, clear purpose: to help people achieve their potential today so we can build a better tomorrow. I could not be more pleased that our work in our communities is helping us fulfill this purpose every day.



*J. Michael McGuire*

**J. Michael McGuire**  
CEO

The Guardian Life Insurance Company of America® is committed to providing individuals and businesses with the financial guidance and protection they need to deliver on their most important promises. For more than 155 years, much of Guardian's success has derived from our core values: People Count, We Do the Right Thing and We Hold Ourselves to Very High Standards.

In 2016, we improved our corporate responsibility efforts. Our accomplishments included:

- ⊗ Successfully completed a managed print initiative that eliminated 95 percent of our network printers, resulting in the saving of 1,015 trees and more than 3,600 gallons of water, as well as reducing carbon dioxide emissions by more than 465,000 pounds.
- ⊗ Secured destruction of 550 tons of documents, CDs and other media, which saved 792,233 pounds of carbon dioxide emissions, 2,734 cubic yards of landfill space, 15 million gallons of water and 1,236,497 kilowatt-hours of electricity, while preserving 9,180 trees.
- ⊗ Completed construction of our Leadership in Energy and Environmental Design (LEED)-certified campus in Bethlehem, PA. This new facility will reduce water usage by up to 40 percent and decrease lighting power usage by 25 percent. Throughout construction, 75 percent of waste was recycled, and all materials contained at least 20 percent recycled content.
- ⊗ Expanded sustainable efforts to include cafeterias and coffee pantry supplies, resulting in the elimination of 360,000 paper cups and 180,000 plastic lids, and the elimination of 26,000 disposable cardboard trays thus far.
- ⊗ Implemented our "Guardian on the Go" teleworking capabilities, reducing emissions from employee commutes.
- ⊗ Launched "Green Teams," designed to support our commitment to environmental sustainability and involve our employees in embracing green behaviors, in each of our regional home office and headquarters locations. In support of this, Guardian implemented an online employee sustainability portal that promoted individual behaviors that led to a reduction of emissions by 138,290 pounds, 738,628 gallons of water saved/conserved and 9,750 pounds of waste recycled.
- ⊗ Benefited from our alliance with EarthShare in defining our current carbon footprint to allow us to establish benchmarks as we work to create new sustainability goals.
- ⊗ Continued leading efforts in building financial capability for individuals and families by expanding our signature Money Management for Life Program to a total of 10 colleges, which have served more than 1,200 students since the program's inception.
- ⊗ Building on our focus on financial education, addressed youth workforce challenges by partnering with the City of New York's Center for Youth Employment's CareerCLUE program, providing 85 low-income students with a summer learning experience in exploring green jobs and the green economy.
- ⊗ Finally, in 2016, launched Community Involvement Teams that helped our employees deliver more than 10,000 volunteer hours to a variety of worthy causes.

Our goals for 2017 include further reducing our environmental impact through initiatives in data virtualization; purchasing and deploying energy-efficient systems; and growing our customer-facing efforts in e-billing, e-statement and e-delivery of policy information.



*Deanna M. Mulligan*

**Deanna M. Mulligan**  
President and CEO



[www.guardianlife.com/about-guardian/corporate-social-responsibility](http://www.guardianlife.com/about-guardian/corporate-social-responsibility)

"Guardian's commitment to corporate social responsibility balances the social, ecological and economic needs of doing business today by embedding a forward-looking mindset into our business model and striving for continuous improvement. Guardian embraces environmental and community sustainability as a way to create value for our customers, employees and communities."



"Each and every Hanes employee in more than 40 countries takes pride in and contributes to our significant achievements in the areas of environmental stewardship, workplace quality, community building and business results."

HanesBrands conducts business around the world in a highly ethical manner, and we cherish our achievements and strong reputation for corporate citizenship and social responsibility. Each and every Hanes employee in more than 40 countries takes pride in and contributes to our significant achievements in the areas of environmental stewardship, workplace quality, community building and business results.

We call our corporate social responsibility program Hanes for Good. That's because adhering to responsible and sustainable business practices is good for our company, good for our employees, good for our communities and good for our investors.

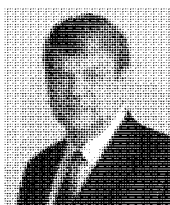
We have significantly reduced our environmental footprint and have goals to achieve an even greater reduction. Hanes has:

- ⊗ Reduced energy consumption by 16 percent, carbon emissions by 16 percent and water use by 25 percent since 2007 and sources renewable energy for 25 percent of its worldwide energy needs.
- ⊗ Set more ambitious goals for 2020, calling for a 40 percent reduction in energy use and carbon emissions, 50 percent reduction in water use, and sourcing renewable energy for 40 percent of the company's needs.
- ⊗ Won the U.S. Environmental Protection Agency's ENERGY STAR® partner of the year/sustained excellence award for eight consecutive years.
- ⊗ Voluntarily begun disclosing environmental data to CDP (formerly the Carbon Disclosure Project).
- ⊗ Placed No. 172 on *Newsweek* magazine's 2016 U.S. Green Rankings list of the 500 largest publicly traded companies in the United States.

We have also been recognized for our workplace practices, ethics and employee benefits by numerous organizations, such as the Great Place to Work Institute in Latin America, *Forbes* magazine's Best Large U.S. Employers list, corporate responsibility advocate As You Sow, social compliance rating group Free2Work and *Corporate Responsibility Magazine*, among others.

In 2016, Ethical Corporation awarded Hanes with a Responsible Business Award for our innovative Green for Good philanthropic program. The program utilizes savings from energy-management and landfill-diversion efforts to fund community projects focused on education, health, environmental protection and disaster relief that are conducted by employee volunteers. Since 2010, more than 11,000 Hanes employees have donated 400,000 hours to complete 67 projects supported by \$2.5 million in company funding.

While corporate citizenship is good for business, being a responsible company is not easy. It takes dedication, perseverance, patience and an unyielding commitment by tens of thousands of employees each and every day. To date, we have made significant progress across a range of corporate social responsibility issues, but there is always room for improvement when you set the bar high. And we hope to continue to make a positive and lasting contribution to our world in the years to come.



A handwritten signature in dark ink, appearing to read 'Richard A. Noll'.

**Richard A. Noll**  
Executive Chairman

As a connected technologies company, HARMAN focuses on innovations and solutions that elevate the connected life to create seamless, heightened and immersive experiences. With the majority of our business in automotive, we see the potential of technology to make our roads safer and more secure and our time on them more meaningful. Dramatic advancements in everything from telematics and software development to cloud computing and artificial intelligence are ushering in a new age of customization, connectivity and intelligence that is incredibly empowering.

What really excites us is not the technology; it's what the technology can do for people and society. As we move closer to driverless cars and shared mobility, we also recognize that the value and adoption of technology will depend squarely on the experiences it can deliver. We apply this passion to everything we do, beginning with our people and extending to our partners, customers and communities.

With a nod to HARMAN's audio heritage, in 2016, HARMAN published our biennial Sustainability Report, **Actions Speak Louder**. This report highlights the individual contributions across HARMAN that, together, are helping to improve the economic, environmental and social impacts of our business.

**Our People:** United by our values and stronger through our diversity, HARMAN employees innovate with intention and execute with integrity. Sustainable success begins with our people — investing in their development, rewarding excellence, and providing the platform and tools that strengthen teams to promote shared success. I am especially proud that many of our locations have earned best place to work awards, including Germany, where we recently earned this accolade for the fifth straight year.

**Our Operations:** We rely on a strong, dependable and efficient network of internal and external partners to deliver smart products, systems, software and services for our stakeholders without compromising our high ethical standards or the high quality of our products that our customers expect. Thanks to the dedication of each and every link in this intricate chain, HARMAN has been named a top supplier by many of our customers, including Subaru, General Motors and Huawei.

**Our Innovations:** Every day, our 12,600 engineers around the world are hard at work developing technologies that enhance experiences sustainably. Our Plus X award-winning HALOsonic suite of sound solutions improves the safety of electric vehicles for both drivers and pedestrians, and we are especially proud of our professional audio solutions that reduce energy consumption, heat production and overall environmental footprint.

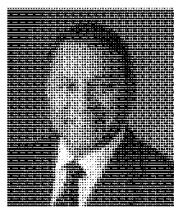
**Our Communities:** As HARMAN grows, we add high-skilled jobs within our ranks and help to prepare the next generation for success, particularly in technology-driven fields. Introduced in 2015, our global cause initiative *HARMAN Inspired* has positively affected more than 50 communities and engaged nearly 40 percent of our workforce.

Sustainable success requires strong organizational connectivity that considers the entire internal and external ecosystem. It also demands constant investment, reinforcement and evaluation. HARMAN has built an inclusive and collaborative culture that stimulates mutual respect, heightens creativity and increases productivity. We work hard to maintain this environment with the understanding that actions — not intentions — drive progress and prosperity.



[sustainability.harman.com](http://sustainability.harman.com)

"The value and adoption of technology will depend squarely on the experiences it can deliver."



A handwritten signature in dark ink, appearing to read "Dinesh C. Paliwal".

**Dinesh C. Paliwal**  
Chairman, President and CEO



[www.harris.com/corporate-responsibility](http://www.harris.com/corporate-responsibility)

"Our vision is to eliminate injuries, reduce impacts on the environment and promote a culture of sustainability through our 'Accept Only Zero' philosophy. We will achieve this with every employee fully engaged and responsible for continuous improvement in all aspects of the environment, health and safety within Harris."

## 10 Years of Shared Success

Developed during the past decade, Harris' Advanced Baseline Imager (ABI) weather instrument and enterprise ground systems are key components onboard the National Oceanic and Atmospheric Administration's GOES-16 next-generation weather satellite. The satellite, launched in November 2016, provides more detailed, accurate and rapid weather information than ever before. The ABI is a high-resolution digital camera that can detect more information about volcanic ash, dust, clouds, winds, fires, rainfall rate and hurricane intensity than today's satellites. The Harris-built enterprise ground system directs the satellite, operates the six satellite instruments and processes more data than all of the current GOES weather satellites combined.

Harris solutions touch millions of lives in aviation, space, weather, defense and public safety. We support the Federal Aviation Administration (FAA) network in managing about 100,000 flights daily; provide radios that keep warfighters and public safety officers securely connected; and create space antennas that deliver data faster and more accurately.

As a 121-year-old technology innovator, Harris' success is built on our values — customers, innovation, excellence, results, inclusion and integrity. These values foster sustainable practices.

### Customers and Innovation

Harris employees worked side-by-side with air traffic controllers to develop the FAA Telecommunications Infrastructure system, a unique public-private partnership that increased bandwidth in the nation's air traffic management system by 500 percent while driving down the agency's telecommunications costs by 50 percent and virtually eliminating related air traffic delays. Our work on the FAA's NextGen programs will help curb airline fuel consumption by 2.8 billion gallons by 2030 — the equivalent of taking 3.3 million cars off the road each year.

For warfighters, we introduced software-defined radios that enable rapid feature and functionality upgrades versus requiring hardware replacements. Our technically superior radios are 25 percent lighter and smaller than traditional models — lightening the load on warfighters and the environment.

Our GreenLITE system enables customers to track and measure greenhouse gases. Our high-resolution sensors and ground-processing systems enable the National Oceanic and Atmospheric Administration (NOAA) to track weather and climate data five times faster with four times higher resolution than prior generation systems.

### Excellence and Results

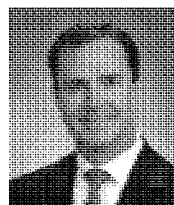
The Harris Business Excellence (HBX) program drives continuous improvement, a high-performance culture, and the elimination of workplace injuries and wasteful practices. Leveraging HBX principles, we have reduced energy usage by 15 percent since 2014.

Under HBX, we implemented an "Accept Only Zero" philosophy to champion a culture that has successfully reduced injury rates by 30 percent since 2014 — as we continue to strive toward zero injuries.

### Inclusion and Integrity

We actively foster inclusion and integrity through training, mentoring, community involvement and multiple employee resource groups. Last year, Harris and our employees donated millions of dollars and volunteered more than 40,000 hours to support local communities. We partner with the Indian River Lagoon National Estuary Program to improve the health of the waterway — one of the most biologically diverse ecosystems in the Northern Hemisphere.

Harris values drive sustainable practices, help fulfill our obligations to shareholders and deliver mission critical solutions for customers.



*Bill Brown*

**William M. Brown**  
Chairman, President and CEO

HCA is committed to protecting and preserving the environment. We have an active multidisciplinary Sustainability Steering Committee that provides overall guidance for HCA's Sustainability Program. The committee chair is a member of executive leadership. Four task forces work on environmental issues with companywide application in support of our program.

**Energy and Water Task Force:** An Energy Operations Center monitors HCA's building systems, identifying optimization opportunities and alerting facility managers to energy- and cost-saving actions. In 2016, energy reductions of about 64.5 million kilowatt-hours from 2015 were achieved. LED lighting retrofits contributed. Water-saving measures, where implemented, annually save more than 3,300 gallons per patient room.

**Construction and Major Renovation Task Force:** We have instituted a recycling program for new construction projects. In 2015, 75 percent of all construction debris was recycled. We have 11 construction projects that either have received or are in pursuit of status under Leadership in Energy and Environmental Design (LEED). For construction projects where LEED certification is not pursued, frequently the LEED scorecard is used as a guide.

**Environmentally Preferable Purchasing Task Force:** A program exists to identify products that are environmentally preferable and to use U.S. Food and Drug Administration-approved reprocessed devices, reducing waste and saving costs. More than 1.2 million pounds of these devices were diverted from landfill in 2015. In addition, through available purchasing options, all facilities have significantly reduced mercury-containing devices.

**Waste Stream Task Force:** HCA uses environmentally sound methods to dispose of waste such as hazardous, infectious and pharmaceutical wastes. We also seek to decrease waste from operating rooms. Finally, we have recycling programs for items that would otherwise go to landfill. In 2015, we recycled more than 49 million pounds of nonconstruction waste.

We have made great progress in implementing a sustainability program. We know continued success depends on the support of everyone at our hospitals and other facilities. One way we communicate sustainability efforts is that each year the Sustainability Steering Committee releases an HCA Sustainability Plan with contributions from the task forces. In 2016, we released a video representing the collective efforts of our facilities through each of our task forces. The report and video have been made available to the public through HCA's Internet postings.

HCA has hosted Environmental Defense Fund Climate Corps Fellows for summer engagements providing research support to the task forces.

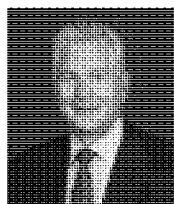
In addition, we have sought to improve sustainability among all hospitals as a founding sponsor of the Greening the Operating Room Initiative and a founder of the Healthier Hospitals Initiative.

# HCA

Hospital Corporation of America®

[www.hcahealthcare.com](http://www.hcahealthcare.com)

"We have made great progress in implementing a sustainability program. We know continued success depends on the support of everyone at our hospitals and other facilities."



A handwritten signature in dark ink that reads "R. Milton Johnson".

**R. Milton Johnson**

Chairman of the Board and Chief Executive Officer

"Hearst believes that sustainability must be enterprising, ongoing and broadly defined. This notion encompasses our print products, digital businesses, Hearst Tower global headquarters, and the health and well-being of our 20,000 employees."

## 10 Years of Shared Success

Hearst Tower marked its 10th anniversary in 2016. As one of the nation's largest diversified media, information and services companies, with more than 360 businesses, we continually upgrade our sustainability to reflect advances in green technology and standards.

In June 2016, the Council on Tall Buildings and Urban Habitat honored the 46-story Tower with its prestigious 10 Year Award, making the Tower the first building in the United States to earn this distinction.

The Chicago-based international group cited the Tower's impact on tall buildings globally including its unique design, use of recycled materials, reduced overall costs and emissions, and ongoing environmental improvements.

As one of the world's largest diversified media, information and services companies Hearst believes that sustainability must be enterprising, ongoing and broadly defined. This notion encompasses our print products, Hearst Tower global headquarters, and the health and well-being of our 20,000 employees.

Hearst Tower is our most visible example of sustainability. It was the first skyscraper to rise in New York after 9/11 and is a symbol of the city's resilience and resourcefulness. Designed by renowned architect Norman Foster, it was the city's first new commercial building to earn Leadership in Energy and Environmental Design (LEED) Gold certification from the U.S. Green Building Council when it opened in 2006. In 2012, and again in 2016, it achieved LEED Platinum status for Existing Buildings.

Lord Foster's design maximizes sustainability. An efficient diagrid system that uses four-story triangles on the façade requires about 2,000 tons less structural steel than a conventional building. Building on the original 1928 six-story base designed by Joseph Urban, the Tower realizes the original vision of company founder William Randolph Hearst.

Other sustainable features include:

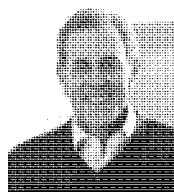
- ⊗ Rainwater is collected and stored in a 14,000-gallon basement reclamation tank; the water replaces that which is lost to evaporation, irrigates vegetation, and humidifies and chills the Tower's 10-story atrium via Icefall, a waterfall structure by artist Jamie Carpenter.
- ⊗ Hearst follows strict procedures to dispose of electronic waste (obsolete computers, printing/toner cartridges and light bulbs) by contracting with recycling services.
- ⊗ In 2016, 89 percent of Hearst's total waste (excluding electronics and grease) was recycled.

Our magazines and newspapers start with sustainable forestry. In 2004, Hearst initiated the Hearst Sustainable Forestry Initiative to help ensure that paper for our publications is being sourced from forests that are being sustainably managed. To verify this, we have set a goal that 80 percent of the paper we consume comes from forests that are certified as sustainable by one of the accredited third-party audited standards. We have been continuously at or close to this target for more than 10 years.

We are also deeply invested in recycling, and we are committed to educating consumers to recycle magazines, too — about 80 percent of them now end up in landfills. We actively support the Association of Magazine Media's "Please Recycle" campaign.

Hearst is a company grounded in history that always looks forward. Here, sustainability is an unwavering core value.

Onward!



**Steven R. Swartz**  
President & CEO

Honeywell is developing solutions that blend physical assets and software to build a smarter, safer and more sustainable world. With nearly half of Honeywell's revenue linked to energy efficiency, the company is well positioned to address the world's energy challenges.

We have created the home of the future with a new family of innovative connected home products. Our Lyric thermostat allows homeowners to control their thermostats from anywhere in the world. Our Smart Building Score evaluates a building's use of 15 technology assets that make a building greener, safer and more productive.

Honeywell has been producing turbochargers since the 1950s. Manufacturers are downsizing engines such as going from six cylinders to four cylinders and adding turbocharging to reap the fuel economy and emissions benefits of lighter weight, smaller engines without sacrificing performance. The company predicts that by 2021, 48 percent of all new vehicles and 70 percent of mild hybrids are expected to have a turbocharger or multiple turbo systems.

Offering significant advantages over petroleum jet fuel, Honeywell Green Jet Fuel™ can reduce greenhouse gas emissions by 65 to 85 percent, based on Honeywell's lifecycle analysis. Honeywell also pioneered Solstice®, environmentally preferable materials used in refrigerants and building materials based on our hydrofluoroolefin technology. We estimate that the use of Solstice materials will eliminate more than 475 million metric tons of carbon dioxide equivalents by 2025. That's like removing 100 million cars from the road.

In aviation, our GoDirect Fuel Efficiency software can help airlines decrease fuel consumption and cost, saving operators up to 5 percent annually on fuel cost. Our IntuVue weather radar provides flight crews a complete view of weather from 0 to 60,000 feet across a 320-nautical-mile detection range, and with advanced hazard detection, pilots can now anticipate hail and lightning storms out to 60 nautical miles. This enables efficient route planning, improved fuel efficiency and increased passenger safety.

To date, Honeywell is nearly 40 percent more energy efficient and more than 65 percent more greenhouse gas efficient than we were 13 years ago. Our goal is to reduce our global greenhouse gas emissions by an additional 10 percent per dollar of revenue from our 2013 levels by 2019.

Honeywell also maintains a global inventory of our water usage and continually looks for conservation opportunities while strategically targeting water conservation projects in areas that are experiencing "water stress" as defined by the World Resources Institute. The company has conserved 95 million gallons of water in these water-stressed areas since 2012.

Honeywell also has created a revolutionary approach to social responsibility through Honeywell Hometown Solutions (HHS), the company's corporate citizenship initiative. Since its formation in 2005, HHS has become one of the most recognized corporate social responsibility organizations in the world, receiving 116 awards for its programs that help to create life-changing opportunities for teachers, students and communities worldwide.

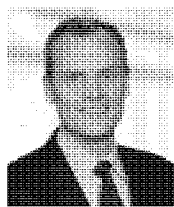
Honeywell believes that good business, economic growth and social responsibility can — and must — go hand in hand. This principle is what guides Honeywell's innovations that are making our world smarter, safer and more sustainable.

# Honeywell

THE POWER OF **CONNECTED**

Honeywell.com

"With nearly half of our revenue linked to energy efficiency, Honeywell is leading the charge in energy efficiency and clean energy generation."



**Darius Adamczyk**  
President and CEO



[www.humana.com/csr](http://www.humana.com/csr)

"We're excited about how partnering with individuals and organizations throughout our communities is making a real difference in people's lives."

## 10 Years of Shared Success

At Humana, we strive to improve the health of our associates and the communities we serve while running our company in an environmentally sustainable and ethical way. And when we focus on inspiring health, our business and communities thrive. From organizing community well-being programs to partnering with KaBOOM! to build more than 50 multigenerational playgrounds across the country, we've taken a multifaceted approach to improving people's well-being. Such efforts include partnering with the National Parks and setting ambitious environmental and community health goals. Our sustainability endeavors have evolved into a fully integrated effort to help people live healthier lives.

Since its founding in 1961, Humana has helped people live healthier lives. That continuing focus has led us to make significant strides in our sustainability work over the past decade. We strive to improve the health of our associates and the communities we serve — while running our company in an environmentally sustainable and ethical way — because when we focus on **inspiring health**, our business and communities thrive.

From organizing community well-being programs where 82 percent of participants reported an increase in their physical activity to partnering with KaBOOM! to build more than 50 multigenerational playgrounds across the country, we've taken a multifaceted approach to improving people's well-being. Recent efforts include partnering with the National Parks to encourage people to get outdoors and get active, and setting ambitious environmental goals that address consumption, waste and greenhouse gas emissions. We've made investments, such as installing more than 17,000 energy-efficient lamps and lighting fixtures — thus, reducing our overall energy consumption. Since 2013, we've increased our waste-diversion rate to 21 percent through single-stream recycling and decreasing consumption through programs like smart printing.

Our sustainability endeavors have evolved into a fully integrated effort to pursue our "healthy people, healthy planet, healthy business performance" goals. In 2017, for the *fourth consecutive year*, Humana received recognition as the health care industry leader (from RobecoSAM) as a result of our excellent corporate social responsibility performance.

In 2015, we established a bold goal of "improving the health of the communities we serve 20 percent by 2020 by making it easy for people to achieve their best health." The commitment to that goal begins with our associates, or employees, and extends to the community at large. For associates with Humana since 2012:

- ☉ The overall number of health risks per person has declined 9 percent, with 42 percent eliminating risks and improving their health.
- ☉ We've seen 37 percent go from elevated blood pressure to normal levels, and 26 percent moved their elevated blood glucose to normal range.
- ☉ We've cut the prevalence of prediabetes by 20 percent.
- ☉ We've seen a 13 percent improvement in overall well-being, measured by our four dimensions of well-being: Purpose, Health, Belonging and Security.

We are working to complete our Humana *associate* bold goal by the end of 2017 — three years ahead of the 2020 goal for our *member* population. And this spring, we announced the considerable progress we've made improving health across the communities we serve. We're excited about how partnering with individuals and organizations throughout these communities is making a real difference in people's lives.



**Bruce D. Broussard**  
President and Chief Executive Officer

Having transformed ourselves through multiple eras over 105 years, IBM has an informed perspective on the topic of sustainability. We have learned that the key to survival is understanding what defines you at your core, remaining true to that and being ready to change everything else.

We also know that sustainability for business requires an enduring, equitable and prosperous society. We have been reminded of this over the past decade, as we have transformed our company once again in response to a world being reshaped by data, cloud computing and cognitive technology — what the world knows as AI.

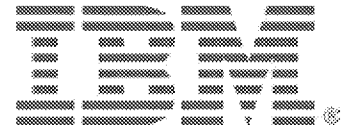
Earlier this year, we established a new set of principles to promote transparency and trust in the cognitive era. These principles address:

- ⊗ The **purpose** of cognitive systems, which is to augment human capability, expertise and potential.
- ⊗ **Transparency** about when AI is being applied, what data sources and training the system has received, and who owns the data and insights in a cognitive solution.
- ⊗ **Skills** needed for students, workers and citizens to engage safely, securely and effectively in a relationship with cognitive systems and to perform the new kinds of work and jobs that will emerge in a cognitive economy.

These principles are in line with IBM's ongoing commitments to corporate responsibility and to ensuring that each generation's revolutionary technology contributes to business, environmental and societal progress. These commitments are also why:

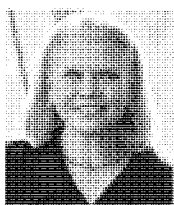
- ⊗ We designed a new six-year public high school educational model to address the growing need for what we call "new collar" jobs. The first of these schools — called Pathways in Technology Early College High School, or P-TECH — opened five years ago in Brooklyn. There will soon be 100 schools of this kind.
- ⊗ We developed the IBM Health Corps, a global pro bono program focused on tackling health disparities at the community level.
- ⊗ We saved 7 million megawatt-hours of electricity consumption and \$579 million through energy conservation actions from 1990 through 2015.
- ⊗ We reduced our 2015 carbon dioxide emissions by 28.7 percent versus a 2005 baseline, adjusted for divestitures, as specified in our third-generation carbon dioxide reduction goal.
- ⊗ We increased our consumption of renewable energy through contracted purchases (over and above the quantity already included in the grid) from 0.2 percent in 2001 to 16.2 percent in 2015. Including purchases through the grid, 32.4 percent of IBM's electricity consumption in 2015 came from renewable sources.

For more than 100 years, IBM has been innovating to solve the world's most critical problems. As we enter this new era, we are more optimistic than ever about the opportunity we see before us for economic prosperity and societal progress.



[www.ibm.com](http://www.ibm.com)

"For more than 100 years, IBM has been innovating to solve the world's most critical problems. As we enter this new era, we are more optimistic than ever about the opportunity we see before us for economic prosperity and societal progress."



**Virginia M. Rometty**

Chairman, President and Chief Executive Officer





company.ingersollrand.com/ircorp/  
en/discover-us/sustainability.html

"There's more to a company's purpose than generating great financial results. Sustainability at Ingersoll Rand centers on business, social and environmental progress. Through bold initiatives, educational programs, employee volunteerism and corporate donations, our goal is to positively affect society and make communities better places to live and work."

There's more to a company's purpose than generating great financial results. What we do and how we do it are equally important. Shared success revolves around making a positive impact on our communities, employees, customers, partners and the world — now and in the future.

From launching Ingersoll Rand's Center for Energy Efficiency and Sustainability in 2010 to pledging our global Climate Commitment in 2014, we are constantly finding ways to enhance and further our ability to benefit society and lower our environmental footprint. We're also proud to enable and inspire our employees, customers and partners to do the same.

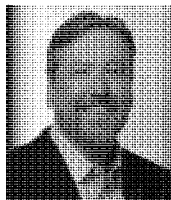
Sustainability at Ingersoll Rand centers on business, social and environmental progress. We know it's important that we — alongside our partners — work to address a variety of critical issues, including taking climate action, driving quality education, improving gender equality, supporting sustainable cities and communities, and creating resilient infrastructures.

We don't just operate in communities around the world — we live and thrive in those communities. Through bold initiatives, educational programs, employee volunteerism and corporate donations, our goal is to positively affect society and make communities better places to live and work.

In March we became the first in our industry to join the Paradigm for Parity™ coalition. We united with nearly 40 other companies in a pledge to bring gender parity to our corporate leadership structure by 2030. This pledge reinforces Ingersoll Rand's commitment to increase women in leadership roles as part of our global sustainability goals launched in 2014.

And to date, our Climate Commitment to increase energy efficiency and reduce environmental impacts from our operations and product portfolio by 2020 has led to the avoidance of approximately 2 million metric tons of carbon dioxide equivalent. The key to supporting this commitment is our long-standing dedication to drive innovation — for our business and for our customers. Last year alone we added four new products to the Ingersoll Rand EcoWise™ portfolio, available in markets spanning the globe. EcoWise™ products use next-generation, low-global warming potential refrigerants and have high-efficiency operation; they help decrease greenhouse gas emissions, maintain safety and support efficiency through innovative design.

Shared success and long-term value are created by linking business opportunity and customer needs to important global trends. As we look to the future, Ingersoll Rand's focus on business, social and environmental sustainability will guide us, our customers and our partners to create positive change.



**Michael W. Lamach**  
Chairman and Chief Executive Officer

## Forestland Stewards: A Sustainable Forestry Partnership Extends Beyond the Trees

Our entire business depends upon the sustainability of forests. We continue to lead the world in responsible forest stewardship to ensure healthy and productive forest ecosystems for generations to come. In 2013, International Paper joined the National Fish and Wildlife Foundation (NFWF) to create the Forestland Stewards Initiative to protect and enhance ecologically important forestlands and coastal savannas in eight southern U.S. states. The program protects and enhances core habitat areas as anchor forests, improves management of private and public forests for environmental and economic needs, and restores populations of at-risk wildlife and plant species.

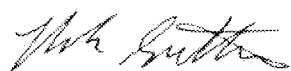
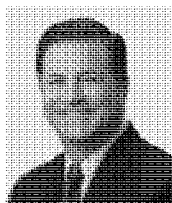
With an initial \$7.5 million donation from International Paper, the Forestland Stewards Initiative worked with a variety of stakeholders — private landowners, government agencies and conservation groups — to develop science-based conservation business plans that have restored nearly 250,000 acres. NFWF has been able to parlay this initial investment into \$24.5 million in matching funds. International Paper is very proud of our partnership with NFWF and the significant conservation accomplishments achieved over the previous five years.

Most recently, Forestland Stewards funding enabled the reintroduction of 20 to 30 endangered red-cockaded woodpeckers to select private lands in South Carolina. The project engaged priority area landowners in hosting a habitat for red-cockaded woodpecker family groups, resulting in the conservation of existing small red-cockaded woodpecker populations and establishing new populations. Conservation of the red-cockaded woodpecker enhances the diversity of the ecosystem, making its protection critically important.

International Paper's investment in Forestland Stewards continues the company's long legacy of sustainability, forest health and responsible use of natural resources wherever we operate.

As a result of the success of this investment, this year, International Paper reaffirmed our commitment to the Forestland Stewards Initiative by announcing an additional five-year, \$10 million donation to expand the partnership. The gift will help continue to conserve and enhance an additional 300,000 acres of forests across several states. These funds will then be leveraged to secure an additional \$30 million in funds for a total of \$40 million.

As a manufacturer that depends on healthy, responsibly managed working forests to make products people depend on every day, International Paper also values protecting and enhancing forestlands through partnerships such as the Forestland Stewards Initiative that will help guarantee healthy and productive forests for generations to come.



**Mark Sutton**  
Chairman and CEO



[www.internationalpaper.com/  
sustainability](http://www.internationalpaper.com/sustainability)

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[www.interpublic.com/about/stronger](http://www.interpublic.com/about/stronger)

"Sustainability — conducting our business ethically and in line with the long-term health of the communities where our employees live and work — is a key to IPG's business strategy. ... Doing what's right for our communities is an important part of our DNA and of our history. It's also critical to our continued success."

Sustainability — conducting our business ethically and in line with the long-term health of the communities where our employees live and work — is a key to IPG's business strategy. During the past year, we have taken steps to strengthen our commitment to operating sustainably.

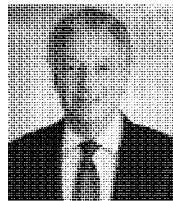
During 2016, we released our first sustainability report that was conducted in accordance with the Global Reporting Initiative and expanded the measurement of our emissions and other environmental impacts using Greenhouse Gas Protocol Corporate Standards. We now track and measure emissions at our largest offices in North America as well as 90 percent of our leased facilities and 100 percent of our owned facilities in the United Kingdom. IPG continues to make strides in our areas of focus — energy usage, recycling, travel and green building practices, as outlined in our sustainability policy — with a 35 percent reduction in square feet per employee from 2004 to 2016 and a 70 percent reduction in power consumption in our central information technology operations since 2008.

We also renewed our support of the United Nations (UN) Global Compact and committed to uphold the Compact's 10 principles in the areas of environmental sustainability, fair labor practices, human rights and anticorruption.

This year, IPG signed onto Common Ground, an initiative that brings together the major marketing and advertising holding companies in support of the UN Sustainable Development Goals. IPG adopted UN Sustainable Development Goal Number 6, ensuring universal access to clean water and sanitation. Our agencies are engaged in many initiatives that foster the advancement of goal 6. In addition to raising awareness and funds for the global water crisis, we've partnered with clients to help save children's lives via hand washing, and we are part of a consortium that is bringing freshwater research — and the sport of rowing — to the Kafue River in Zambia. IPG has produced a video to capture this commitment.

Doing what's right for our communities is an important part of our DNA and of our history. It's also critical to our continued success.

We look forward to continuing to deepen and broaden our commitment to sustainability during the year ahead. More about IPG's commitment to communities where our employees live and work is captured on our sustainability website, STRONGER.



**Michael I. Roth**  
Chairman & Chief Executive Officer

Managing the high-voltage power grid across several states carries far-ranging environmental responsibility. In fact, the modern utility is required to think beyond the reliable delivery of power to consider how its infrastructure works in harmony with the environment.

Since our electricity transmission systems cross all types of urban, suburban and rural environments, it's important that we co-exist with these surroundings as good stewards of the land, water and air. This ethic begins in our workplaces and extends to building, operating and maintaining the grid. These systems include poles, towers, power lines and substations incorporated into the nation's electric infrastructure.

**Employees as Catalysts:** Environmental stewardship starts at home for ITC. Within the company's facilities, our Green Team employee volunteer group helps implement environmentally friendly practices. The team reviews everything from recycling programs to reducing energy consumption in our buildings with a goal of achieving zero landfill waste.

**Planning and Constructing Transmission:** When planning transmission projects, we include environmental assessments and apply best practices for wetlands, threatened and endangered species, and other sensitive habitats. By including these factors at the front end in a transmission line route analysis, we can adjust the placement or timing of construction to avoid or limit the environmental impact.

**Operating and Maintaining Transmission:** Responsible management of the natural space under and around transmission corridors accomplishes more than the main objective of maintaining safe and reliable electric service: This work results in diverse, stable, natural greenways where grasses, wildflowers and low-growing shrubs thrive with less environmental disturbance. Foresters and other trained field staff inspect ITC's corridors to identify both appropriate and incompatible species on a site-by-site basis and recommend suitable management methods in the greenways.

**Sharing Success with Communities:** ITC has accumulated 14 environmental site certifications from the Wildlife Habitat Council. This internationally recognized organization showcases conservation efforts by corporations that involve management, employees and the community to conserve and restore wildlife habitats on corporate lands, often in close proximity to the communities we serve.

Electric utilities are charged with keeping the lights on, but we can do more. Few companies and industries operate as close to the landscape as we utilities do, so this industry is ideally positioned to partner and contribute to environmental sustainability — while still keeping the power flowing.



A FORTIS COMPANY

[www.itc-holdings.com](http://www.itc-holdings.com)

"Our electricity transmission systems cross all types of urban, suburban and rural environments, so it's important that we co-exist with these surroundings as good stewards of the land, water and air."



A handwritten signature in dark ink that reads "Linda H. Blair".

**Linda H. Blair**  
President and Chief Executive Officer



ENGINEERED FOR LIFE

[www.itt.com](http://www.itt.com)

"While delivering highly engineered and customized solutions remains the foundation of our shared success with our partners, we know we elevate our impact and help the world move forward when we help our customers — and their customers — achieve important sustainability goals."

About five years ago, ITT transformed itself from a diversified conglomerate into a focused global multi-industrial company. As part of our evolution, we defined anew the core of our DNA — delivering highly engineered and customized solutions through an intense focus on operational excellence, innovation, smart investment and people.

While that remains the foundation of our shared success with our partners, we know we elevate our impact and help the world move forward when we help our customers — and their customers — achieve important sustainability goals.

For us, shared success means seeing manufacturers improve their energy consumption and efficiency through our i-ALERT®2 machine monitor. It's creating copper-free brake pads that proactively meet the requirements of environmentally sensitive communities. It's helping electric vehicle manufacturers make their products more compatible with today's modern lifestyles. And it's creating components that provide environmental benefits above those of our competitors.

Shared success is also a key driver of our environmental efforts because improvements to our footprint are important to our businesses, our communities and our global impact. To that end, our facilities are integrating sustainability into their operations while embracing our global lean transformation efforts to improve efficiency and reduce waste.

For example, reducing electrical consumption is a key theme across many of our sites. From Mexico to Japan, we had sites that reduced usage by as much as 50 percent year over year through targeted actions. In a drought-ridden area, one site focused on water conservation to reduce consumption by 30 percent over three years. We also focus heavily on reducing waste and improving efficiency as part of our ongoing lean transformation.

All these efforts reflect the sustainability commitment of our employees around the globe, and we put an intense focus on their health and safety. In 2016, we continued our diligence by introducing simple tools that help employees easily report unsafe work conditions and maintain a healthy workplace. This builds on prior efforts to improve our site audit diligence, empower supervisors to recognize and correct unsafe acts and conditions, and implement targeted safety support programs.

While we are pleased with our progress, we recognize how important it is to keep focused on creating an even greater level of shared success, whether it's with employees, customers or other stakeholders. We know that we are on a journey and that we can make a difference at every juncture along the way. Here's to the next step!



**Denise Ramos**

Chief Executive Officer and President

At Johnson & Johnson, we aspire to improve the health and well-being of billions of people throughout the world — in all that we do and everywhere we go. Through our citizenship and sustainability efforts, we are helping to positively affect the lives of people around the world; improve the places in which we live, work and sell our products; and advance the practices by which we fulfill our role in making the world a better, healthier place for generations to come.

Citizenship and sustainability have long been ingrained in our company culture, built on a foundational belief that investing in the health of people around the globe, our communities and our planet is an investment in our future. We have considerably broadened our efforts over the past nearly three decades. I'm proud to acknowledge just a few of the many recent achievements from 2016, the first year of our Citizenship & Sustainability 2020 Goals:

- ⊗ We received approval from the U.S. Food and Drug Administration for a 500 milligram chewable tablet formulation of mebendazole, a treatment alternative for adults and children ages 1 year or older with single or mixed soil-transmitted helminthiasis. This approval addresses an unmet need for children too young to swallow a solid tablet. It will also help us reach our goals to treat more than 100 million children at risk for intestinal worms and reduce infections by 26 million.
- ⊗ As a result of our 100-megawatt wind power purchase agreement, we have already met our original 2020 goal of producing or procuring 20 percent of our electricity needs from clean or renewable sources. Because of this substantial achievement, we increased this goal to 35 percent by 2020.
- ⊗ In one year, we already have achieved nearly 50 percent of our five-year target to engage and empower 100,000 employees to take charge of their health and well-being by using digital health tools. A healthier workforce successively leads to healthier families and communities where we operate.

In September 2016, Johnson & Johnson announced our commitment to support the United Nations Sustainable Development Goals (UNSDG). Over the course of the next 15 years, we will harness the power of Johnson & Johnson's 127,000 employees — their heads, hearts and hands — to help achieve our UNSDG commitments, applying our knowledge and relationships in the quest to forge a healthier and brighter future for people all around the globe.

I look forward to the advances we will make together in the coming decades.



**Alex Gorsky**  
Chairman and Chief Executive Officer

Johnson & Johnson

[www.jnj.com](http://www.jnj.com)

"Investing in the health of people around the globe, our communities and our planet is an investment in our future."

## 10 YEARS OF SHARED SUCCESS

### From Goal Setting to a Healthier World

Johnson & Johnson has a legacy of citizenship and sustainability goal setting and achievement, setting our first public goals in the early 1990s. Over the past nearly three decades, we have broadened our focus beyond environmental goals and, in 2010, launched the company's first set of comprehensive five-year goals covering environmental, social and governance aspects of our business. The Healthy Future 2015 Goals delivered solid, cumulative progress and helped inform the Citizenship & Sustainability 2020 Goals. They are our most ambitious set of goals yet, harnessing the unique breadth of Johnson & Johnson to help make the world a healthier place for generations to come.



www.johnsoncontrols.com

"The future is being built today,  
and Johnson Controls is making  
that future more productive, more  
secure and more sustainable."

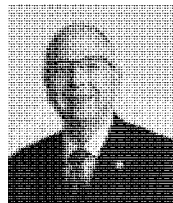
Johnson Controls is a global diversified technology and multi-industrial leader serving a wide range of customers in more than 150 countries. Our commitment to sustainability dates back to our roots in 1885, with the invention of the first electric room thermostat. We are committed to helping our customers win and creating greater value for all of our stakeholders through strategic focus on our buildings and energy growth platforms.

The future is being built today, and Johnson Controls is making that future more productive, more secure and more sustainable. We create intelligent buildings, efficient energy solutions, integrated infrastructure and next-generation transportation systems that work seamlessly together to deliver on the promise of smart cities and communities. At its core, that promise is about delivering innovation that make people's lives — and the world — better.

Our vision is a "safe, comfortable, sustainable world." In order to realize our vision, we are engaged across the value chain on activities that exceed our customers' expectations, including delivering products that improve safety and resource efficiency and integrate sustainability into the Johnson Controls Operating System. This includes:

- ⊗ **Sharing best practices** and thought leadership on key trends such as cybersecurity, energy and the circular economy;
- ⊗ **Engaging with our stakeholders** through global events and forums on issues that are relevant to our industry;
- ⊗ **Continuing our work on our sustainability goals and targets** such as our commitment to reduce our energy intensity; and
- ⊗ **Creating future-focused solutions** from distributed energy storage to smart, connected buildings to the next-generation transportation systems.

With our merger with Tyco, Johnson Controls continues on its journey to strengthen its portfolio to better position for growth. As part of this growth we will continue to create more sustainable communities.



**Alex Molinaroli**  
Chairman, President and Chief Executive Officer

Sustainability, encompassing environmental and social issues, has moved decisively into the mainstream of business. As a global financial institution that works with clients in virtually every sector of the global economy, JPMorgan Chase is in a unique position to leverage our expertise and resources to help our clients navigate sustainability challenges and access financing solutions to capitalize on emerging business opportunities, especially those that achieve positive environmental and social impacts.

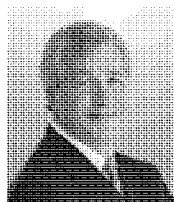
Our efforts are focused on promoting sustainable business practices and advancing sustainability-focused products and financing solutions. In 2015, we underwrote more than \$4 billion in green, social and sustainability-themed bonds and continued our service on the Green Bond Principles Executive Committee. We provide advisory services, capital raising and lending for companies investing in renewable energy and other advanced technologies. Additionally, we are one of the largest providers of capital for wind, solar and geothermal projects, having committed and arranged more than \$2 billion for renewable energy projects in the United States in 2015.

Just as we help our clients achieve their sustainability goals, we strive to manage our own global real estate and operations in an efficient and sustainable manner. In 2016, we announced plans to install energy-efficient LED lighting across most of our Chase retail branches in the United States. This effort, undertaken in partnership with Current, a GE subsidiary, is the world's largest single-order LED installation to date and is expected to reduce our branches' lighting-related energy use by more than 50 percent. We have much more exciting work planned.

We recognize that our efforts alone will not be enough to address these complex issues — and that by collaborating with communities, nonprofits and other stakeholders we can achieve greater impact. One of our most significant philanthropic partnerships is with The Nature Conservancy through our founding sponsorship of NatureVest, an initiative that is developing transactions that harness the power of markets to advance conservation. In 2016, we renewed our sponsorship of NatureVest and continue to serve as a strategic advisor to its work with broad engagement across our business. We are also deepening our engagement with cities because we recognize that they are the economic engines of the economy. Building on our \$100 million commitment to support and accelerate Detroit's recovery, we are taking a strategic approach to help advance economic growth and opportunity in urban communities globally. Over the next five years, we will deploy \$1 billion in philanthropic capital toward programs that support community development, small business growth, workforce readiness and financial health.

As sustainability priorities increase in importance, effective management and transparency are critical to help inform financial markets and stakeholders. To that end, in 2016, we served as a member of the Financial Stability Board's Task Force on Climate-related Financial Disclosures, which developed recommendations to guide effective voluntary disclosure of climate-related financial risks and opportunities. In addition, JPMorgan Chase publishes an annual Environmental, Social and Governance (ESG) Report, which highlights our performance on key ESG issues that we view as among the most important to our business and our stakeholders.

We are deeply proud of the way that JPMorgan Chase has served our customers, communities and shareholders for more than 200 years. We look forward to our work ahead in 2017.



**Jamie Dimon**  
Chairman and Chief Executive Officer

"We leverage our expertise and resources to help our clients navigate sustainability challenges and access financing solutions to capitalize on emerging business opportunities."





Kiewit.com/csr

"While the projects we design, engineer and construct will be our legacy, the way we operate — and how we affect others all around us — is what ensures our company will stand strong for years to come."

Visit any Kiewit project — no matter the location or industry market — and you'll see work rooted in principles that stand the test of time. At Kiewit, our core values — people, integrity, excellence and stewardship — define how we operate as ethical and engaged corporate citizens and as a sustainable business.

We build work and run our business with respect for the people, communities and environments that surround us because it's the right thing to do. It's why we're proud to share stories and examples, including the ones below, which highlight ways our people and company are making a difference.

#### **Our People**

- ⊗ Our Nobody Gets Hurt philosophy means just that — we're committed to eliminating all incidents, no matter how seemingly minor, in order to ensure every employee is sent home to their families the same way they arrived at work. Programs like Craft Voice in Safety ensure that those building the work are at the forefront of our safety efforts.
- ⊗ We provide our employees with opportunities to grow and thrive within Kiewit and as individuals. In the past year, we've opened two brand new training centers for our staff and craft workforces. Each facility will host nearly 3,000 employee learners each year for technical, managerial and leadership trainings.
- ⊗ Our employees lead efforts to encourage students and adults to pursue rewarding, lifelong careers in construction and engineering. This includes our Building Construction Futures and Women in Construction Leadership Seminar programs.

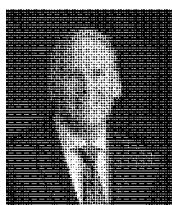
#### **Our Communities**

- ⊗ Kiewit teams work proactively to identify opportunities to hire local, small, disadvantaged, women, veteran or minority-owned businesses as our suppliers and subcontractors.
- ⊗ Our employees donate time, talent and resources to further improve the quality of life in the communities where we live and work.

#### **Our Environmental Stewardship**

- ⊗ All employees are held accountable to Kiewit's environmental policies. These expectations are communicated via annual compliance training and continued education.
- ⊗ Each project site and fixed facility has an environmental coordinator assigned to oversee the day-to-day activities of its environmental programs.
- ⊗ Under our idling policy, no piece of Kiewit equipment is allowed to idle for longer than five minutes. By limiting the amount of time our vehicles and equipment are allowed to idle, we reduce fuel consumption, diesel emissions and noise.

While the projects we design, engineer and construct will be our legacy, the way we operate — and how we affect others all around us — is what ensures our company will stand strong for years to come.



**Bruce E. Grewcock**  
President and Chief Executive Officer

I'm extremely proud of the commitment demonstrated by the 190,000 people of KPMG every day to improving the communities where we live and work. We're passionate about it, and frankly, our clients and other stakeholders expect it of us. This commitment is one of our core values, essential to who we are and critical to building trust that is the foundation of the KPMG brand.

We have joined in working toward the United Nations Sustainable Development Goals (SDGs), alongside leaders from governments, the private sector and civil society. The fourth SDG, "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all" is not only a vital goal in its own right but also a key enabler of all 17 SDGs. Education and lifelong learning provide a passport out of poverty and into prosperity.

This is why KPMG has made lifelong learning, based on SDG 4 (quality education), our global citizenship priority.

I am motivated by a passionate belief that everyone, everywhere, deserves the educational opportunity to become literate and to achieve their full potential — an aim that is also in our enlightened self-interest as global citizens.

In September 2016, KPMG's Global Board set a new corporate citizenship 2020 ambition: **"To inspire confidence and empower change through a global commitment to promoting and enabling lifelong learning"** and to:

- ☉ **Be an influential global voice from business for learning and skills development and enabling literacy;**
- ☉ **Directly empower 100,000 individuals through active mentoring, taking our skills to those needing skills; and**
- ☉ **Reach millions more by enhancing our core strategic global alliances.**

KPMG's member firms across the globe are committed to lifelong learning, which amplifies our impact. As an example, KPMG's Family for Literacy (KFLL) program began in the United States and now has distributed more than 3 million books globally. We have activities in more than 18 countries including the United Kingdom, India, Mexico and South Africa. We are also continuing our commitment to advancing sustainability and playing an active role in tackling climate change. KPMG sustainability professionals spend 1 million hours per year helping clients to improve their environmental and social performance, including reducing their carbon emissions.

Inside KPMG, we implemented our Global Green Initiative to reduce our environmental impact, achieving a 16.77 percent net emissions reduction per full-time equivalent (FTE) between 2010 and 2015, exceeding our 15 percent target. In 2016, we evolved to our Global Climate Response, with a further emission reduction target of 10 percent net per FTE by 2020, uniting KPMG's ambitions in environmental sustainability with Sustainable Development Goals 7, 12 and 13.

We strongly believe KPMG can improve the lives of many across our nation and around the world, while also benefiting our KPMG people and creating sustainable value for our member firms.



[www.kpmg.com](http://www.kpmg.com)

"KPMG has made lifelong learning, based on SDG 4 (quality education), our global citizenship priority. I am motivated by a passionate belief that everyone, everywhere, deserves the educational opportunity to become literate and to achieve their full potential — an aim that is also in our enlightened self-interest as global citizens."



*John Veihmeyer*

**John Veihmeyer**  
Chairman, KPMG International



[www.lockheedmartin.com/sustainability](http://www.lockheedmartin.com/sustainability)

"At Lockheed Martin, we see our work at the intersection of science and citizenship — providing innovative solutions to a range of complex challenges."

## 10 YEARS OF SHARED SUCCESS A Decade of Practicing the Science of Citizenship

Since first publishing environmental stewardship targets a decade ago, we have solidified our strategic sustainability through governance, transparency and integration. We formalized our governance by establishing a Corporate Sustainability Office led by a senior vice president reporting to the CEO and our board of directors. We improved transparency through sustainability disclosures and goal setting, including an annual report that is independently assured and in accordance with the global reporting initiative G4 framework. We deepened integration of sustainability in core business practices, from developing a supplier code of conduct to engineering low-carbon energy management systems and shaping national standards for cybersecurity defenses.

At Lockheed Martin, we believe that the challenges of the 21st century will require unprecedented ingenuity, investment and cooperation.

Nations around the world are grappling with a wide array of geopolitical threats, regional instability and economic uncertainty. In addition, there is shared environmental concern about how to increase energy efficiency and reduce emissions around the world.

Moreover, by the year 2040, global gross domestic product is expected to double with increased communications, trade and transport. Simply put, our world is becoming smaller, more competitive and more integrated than at any point in human history.

We will need transformative technologies to keep people safe and secure as well as ensure reliable access to food, water and energy while protecting the environment. And we will need to encourage more students to pursue science, technology, engineering and math — so we have a pipeline of innovators for tomorrow's challenges.

At Lockheed Martin, we see our work at the intersection of science and citizenship — providing innovative solutions to a range of complex challenges. To promote sustainability across our operations, we have identified five core issues, and we have set specific goals and success measures to address them. In 2016, we saw progress on every front:

**Business integrity:** We expanded access to business ethics resources for suppliers and doubled the active and prospective suppliers voluntarily participating in our live webinars on ethics, business conduct and sustainability management.

**Employee well-being:** We set objectives to increase employee representation of women, minorities, veterans and people with disabilities. And we are committed to routinely monitoring our progress.

**Product impact:** Our Automated Air Collision Avoidance System and Automatic Ground Collision Avoidance System demonstrated their ability to prevent two leading causes of fighter aircraft losses on an F-16. These systems will save an estimated 25 pilot lives and 34 aircraft and reduce costs by \$2.3 billion through 2030.

**Information security:** The Defense Security Service honored two of our sites with the 2016 James S. Cogswell Outstanding Industrial Security Achievement Award for how we manage U.S. Department of Defense security clearances.

**Resource efficiency:** We achieved progress in helping our energy customers reduce their carbon emissions by at least twice the carbon impact of our own business operations.

These achievements, and more, reflect our commitment to use wise investment and innovations to build a more sustainable future for our customers, our business and our planet for decades to come.



**Marillyn A. Hewson**  
Chairman, President and Chief Executive Officer

Macy's, Inc. remains steadfastly committed to sustainability. For more than a decade, we have made significant progress on all fronts, and we continue to look for new ways to minimize our environmental impact. As we do so, we operate within the bounds of good business decisionmaking so that each action we take is measurable, sustainable and enduring.

Macy's, Inc.'s commitment to sustainability is multidimensional; some examples of our sustainability in action are:

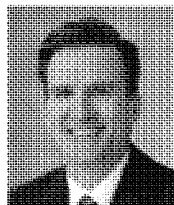
- ⊗ **LED Lighting** Macy's, Inc. has installed more than 1.1 million LED bulbs in nearly all Macy's and Bloomingdale's stores across America. The LED bulbs cut energy consumption used in lighting by up to 70 percent compared with the conventional bulbs they replaced.
- ⊗ **Solar Power** With solar power arrays being installed regularly on the roofs of our stores and distribution centers around the country, at year-end 2015, solar energy was being generated on 78 active installations. During 2015, about 50,162 megawatt-hours of renewable energy were generated on Macy's, Inc. facilities, and all but approximately 4,113 megawatt-hours were sold to others.
- ⊗ **Electric Vehicle Charging Stations** Macy's and Volta Charging LLC will install as many as 24 new, free-to-operate electric vehicle (EV) charging stations outside 12 Macy's stores in northern California. All 24 charging stations were expected to be installed and operating by early 2017. Completion of these and other installations in the Los Angeles area will bring as many as 58 EV charging stations to customers at Macy's and Bloomingdale's store locations in California.
- ⊗ **Sustainable Transportation** Macy's has transitioned cross-country shipments from over-the-road trucks to intermodal rail containers, which reduces by 50 percent the amount of carbon dioxide per freight mile. In the last five years, Macy's annual intermodal use increased by 200 percent to nearly 48 million miles in 2015, reducing carbon dioxide emissions by 97 million pounds.
- ⊗ **Macy's Volunteers "Green" the Environment for Earth Week 2016** Macy's and Bloomingdale's are committed to sustainability, and Earth Week 2016 was an exciting time for our associates to put that belief into action. From tree plantings to solar installation dedications to an interactive "Plant Your Pictures" contest that showed our associates enjoying the great outdoors, Macy's and Bloomingdale's associates came together to celebrate and build a greener world. Our volunteers recycled electronics; beautified local parks, neighborhoods and beaches; collected recyclable bottles and cans; cleared land for a wildflower sanctuary; took part in composting; and taught students about recycling.

To learn more we invite you to read the Macy's, Inc. Report on Social Responsibility ([macysinc.com/SocialResponsibility](http://macysinc.com/SocialResponsibility)) and visit our environmental sustainability website at [macysgreenliving.com](http://macysgreenliving.com).



[macysgreenliving.com](http://macysgreenliving.com)

"As a leading national retailer with a large footprint and 140,000 dedicated associates, we have the opportunity to make a meaningful difference in improving the environment. We do so by using resources more efficiently and striving to reduce our overall impact on the environment."



**Jeffrey Gennette**  
President and Chief Executive Officer



[www.mallinckrodt.com](http://www.mallinckrodt.com)

"We recognize, support and embrace different cultures, ideas, experiences and perspectives and leverage the value they bring — helping to spark creativity, solve problems, improve processes, enhance productivity and drive innovation. All of this makes Mallinckrodt stronger and is an essential part in shaping our sustainable future as a global company."

For nearly 150 years, Mallinckrodt has been advancing the fields of science and medicine to develop products and therapies to improve the lives of people around the world. Millions of people rely on our products every day. It's a big responsibility, and that's why we proudly stand by the core values we've held for generations: Quality, Integrity and Service.

As a pharmaceutical manufacturer, we are committed to making products of the highest quality in the most efficient way possible, but at Mallinckrodt, sustainability is much more than consumption and the environment. For us, sustainability is about the environment and people, which is why we choose to champion inclusion and diversity within our community and organization.

Inclusion and diversity are at the core of who we are. We recognize, support and embrace different cultures, ideas, experiences and perspectives and leverage the value they bring — helping to spark creativity, solve problems, improve processes, enhance productivity and drive innovation. All of this makes Mallinckrodt stronger and is an essential part in shaping our sustainable future as a global company.

Examples of our efforts and achievements include:

- ⊗ We were named one of the "Best Places to Work for LGBT Equality" on the Human Rights Campaign Foundation's 2017 Corporate Equality Index.
- ⊗ Our Inclusion & Diversity Council ranked sixth of the top 25 U.S. organizations to earn the 2016 Employee Resource Group & Council Honors Award.
- ⊗ A companywide focus on employee engagement, education and mentoring significantly increased participation in our nine Business Resource Groups (BRGs). Since 2015, more than 6,000 development and community service hours were supported by BRGs.
- ⊗ We have increased efforts on women and minority leadership development by providing employees with greater opportunities for networking, learning and recognition through our African American, Namaste Asia, Unidad Latina, Women in Business and Women in Science BRGs.
- ⊗ Mallinckrodt spoke out against LGBT discriminatory state legislation; served as Presenting Sponsor of the 2016 PRIDE parade in St. Louis, MO; and is an active sponsor of national and local organizations that advocate for LGBT equality.
- ⊗ We enhanced employee benefits by adding transgender-inclusive coverage to the 2017 medical and pharmacy benefits plans.

Through inclusion and diversity, and our broader sustainability initiatives, Mallinckrodt is delivering shared success for our employees, patients, business partners and the communities where we operate.



**Mark Trudeau**  
President and Chief Executive Officer

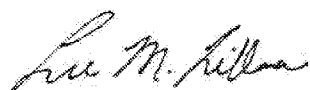
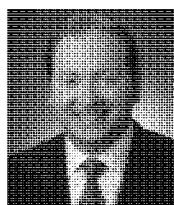
Marathon Oil Corporation's goal is to be recognized as a premier independent exploration and production company. Our business strategy drives what we do to achieve sustainability, while our core values guide how we develop oil and gas in a responsible, ethical and safe manner, and position the company for growth.

We believe that by growing our asset base and production, profitably and within our cash flows, we are "Delivering Shared Success" for our investors, employees, business partners and the communities where we operate. The story of our Alba development offshore Equatorial Guinea (EG) in West Africa is an example of this. Since establishing Alba in 2002, it has been vital to Marathon Oil and to the progress of EG and its citizens. Our total social investments in EG in 2015 alone exceeded \$6.1 million for health, education and community programs, including the life-saving Bioko Island Malaria Control Project.

In July 2016, we achieved first gas production through our Alba B3 offshore compression platform, more than doubling the company's remaining proved reserve base in EG. During the project, we developed local content and national capacity, maintained an excellent safety record, and recorded zero environmental incidents during installation. The project contributed to the company spending an average of approximately \$86 million per year in EG since 2011. This investment allows Marathon Oil to extend field life up to eight years and continue to generate cash flow for our business, revenues for EG and jobs for Equatoguineans. We consider the Alba B3 project to be a model of sustainability going forward.

To strengthen our communities and build the future workforce, Marathon Oil invests in education from kindergarten through college. We support science, technology, engineering and math (STEM) curriculum enhancements; literacy; teacher training and development; community social programs that affect educational outcomes; and college scholarships. In our Eagle Ford asset in South Texas, the math education program we launched in one elementary school in 2013 has expanded to additional schools and grades based on participants' significant improvements in algebra readiness. In addition, program participants increased their average state math test scores approximately 110 points from the third grade to the fourth grade.

We remain committed to "Delivering Shared Success" by continuing to operate safely and cost effectively, comply with regulations, invest in our employees, create value for shareholders, positively affect our communities, and position Marathon Oil for growth.



**Lee M. Tillman**  
President and Chief Executive Officer



[www.marathonoil.com/lov2015](http://www.marathonoil.com/lov2015)

"Marathon Oil is committed to Living Our Values and to creating a business that is sustainable for the benefit of our key stakeholders. We are positioning the company for profitable growth within cash flows by keeping a strong balance sheet, relentlessly focusing on costs, and simplifying and concentrating our portfolio."

"Marathon Petroleum Corporation is proud to have been part of this industry since 1887. Our business makes society stronger by providing reliable, affordable energy to fuel every facet of life. And we conduct our operations with a smaller environmental footprint than ever before."

As we all strive toward productive, fulfilling lives, the petroleum refining industry is a reliable component of each day. Food will be available thanks to the large-scale agriculture made possible by hydrocarbon fuels. Shelves will be full of food, clothes and electronics thanks to petroleum-fueled logistics chains. We can transport ourselves, our families and our belongings wherever we want, whenever we want — whether it's to a family reunion in the next state or to a new career in a different hemisphere.

Marathon Petroleum Corporation is proud to have been part of this industry since 1887. Our business makes society stronger by providing reliable, affordable energy to fuel every facet of life. And we conduct our operations with a smaller environmental footprint than ever before.

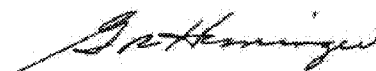
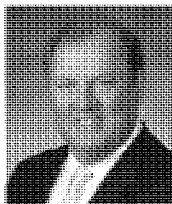
For example, since 2002, our refineries have reduced criteria pollutant emissions by more than 50 percent, even as we have increased our throughput during that period. Our efficiency gains have also resulted in lower greenhouse gas intensity. We own and operate approximately 10 percent of the nation's refining capacity but emit only 8 percent of the industry's total greenhouse gases. As a result of our energy efficiency measures, the U.S. Environmental Protection Agency has recognized our refineries with three times more ENERGY STAR® awards than all other refiners combined.

Our commitment to environmental stewardship goes hand in hand with our commitment to being good neighbors. We maintain almost 1,300 acres of certified wildlife habitats. Our employees not only help establish and maintain these habitats but also volunteer to make them available to members of the community for educational and recreational purposes.

Our employees, in fact, are the driving force behind our community involvement. No two communities are the same, and we ensure that those who live there make the decisions about how we can best support our neighbors' needs.

The value we place on our employees is immense. We provide a rewarding work environment and a wide variety of career paths, while giving our people the latitude they need to innovate and make lasting contributions to the important work we do. Valuing our employees has always served us well, and in 2016, we achieved the number one spot on the *Forbes* America's Best Employers list, after having ranked near the top for years.

Because our work is critical to daily life, we work toward doing it consistently well and continually improving. After 130 years of success, we look forward to our next century of responsibly fueling everyone's aspirations for productive, fulfilling lives.



**Gary R. Heminger**  
Chairman, President and Chief Executive Officer

At Massachusetts Mutual Life Insurance Company (MassMutual), we are dedicated to being here for our policyowners and customers when they need us most — whether that's today or 100 years from now. I'm proud to say we apply that same long-term perspective to our environmental stewardship.

For a company in its 166th year, we have always taken a modern, progressive approach to reducing our environmental impact and preserving the Earth. Over the past decade, we have reduced our carbon footprint by a third, largely due to our sustainability program, which is focused on four key areas:

- ⊗ **Energy efficiency.** In addition to the 1,700 solar panels at our Springfield, MA, headquarters, which supply 50 percent of our hot water and a portion of our electricity, we have upgraded our data center to save 2.8 million kilowatt-hours (kWh) per year. We have also installed high-efficiency lighting and HVAC systems, saving 450,000 kWh annually.
- ⊗ **Conservation.** We use high-efficiency water fixtures and a rainwater capturing system for campus irrigation, which saves us 5 million gallons of water per year. We have also installed more than 60 free electric vehicle charging stations for employees and have potential space for 400.
- ⊗ **Recycling.** We have a robust recycling program that reduces our impact on landfills. This includes recycling more than 30 tons of paper and cardboard and more than 11 tons of computers, printers and other e-waste annually.
- ⊗ **Community.** Our sustainability efforts go beyond our campus to benefit our communities as well. Gardens run by employee volunteers on our campuses have contributed more than seven tons of produce over the last five years to local food banks. We also donate construction materials to repair and build homes in our communities.

As a result of our ongoing efforts, MassMutual recently received Leadership in Energy and Environmental Design (LEED) for Existing Buildings recertification — improving from Silver to Gold — at our headquarters. Given that our building was built in 1927, we take great pride in this achievement as we work to preserve its historical beauty while also making it a vibrant, modern and productive workplace. To help maintain that status, we use cutting-edge digital tools to constantly monitor our building's efficiency and make real-time changes to ensure optimal performance.

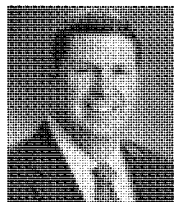
Collectively, all of this supports MassMutual's unwavering commitment to long-term sustainability. We're proud to continue to do our share to help maintain and protect the Earth so that future generations can also cherish and enjoy its many wonders.



**We'll help you get there.®**

[www.massmutual.com](http://www.massmutual.com)

"At MassMutual, we are dedicated to being here for our policyowners and customers when they need us most — whether that's today or 100 years from now. I'm proud to say we apply that same long-term perspective to our environmental stewardship."



A handwritten signature in dark ink, appearing to read 'Roger Crandall'.

**Roger Crandall**  
Chairman, President & CEO





www.mastercard.com

"We are positively affecting the lives of people everywhere. And we do this because it is more than just the 'right thing to do' — it is vital to the future of a vibrant modern economy."

Each year, this report provides a snapshot into how companies like Mastercard think about our roles and the outcomes we drive. We're enthusiastic about this year's focus on *Delivering Shared Success*.

The idea of shared success is at the core of our business model and our value proposition. We believe that you can be purpose driven and still remain profit driven. You can deliver value to your customers and shareholders while delivering value to the countries and markets that you serve. After all, it's in all our interests to promote those things that improve and enrich a community's quality of life.

There are three central areas that demonstrate our commitment: (1) advancing social sustainability, (2) conducting business in an open and transparent way, and (3) responsibly managing our environmental footprint.

**Social** — Perhaps our most significant contribution in this area is our focus on equitable and sustainable economic growth. As an integral part of our business objectives, we work with others on efforts to include more people in the financial "mainstream," providing greater access to core financial services and products. The result is more diverse and more engaged contributors to the economy and society. As of December 2016, Mastercard has connected 310 million people to formal financial services since our 2015 commitment to bring 500 million additional people these services.

Whether through the Center for Inclusive Growth, our employees' individual efforts or corporate philanthropy, we are positively affecting the lives of people everywhere. And we do this because it is more than just the "right thing to do" — it is vital to the future of a vibrant modern economy.

**Governance** — Ethics and compliance are embedded in our core values, and we take a proactive approach to conducting business in an open and transparent way. Our governance activities are driven through an independent board structure and robust risk and compliance programs.

**Environmental** — How we do business is as important as what we achieve. We care about the communities in which we live, work and operate. Our environmental efforts involve creating sustainable business practices and decreasing our overall environmental footprint. We have focused specifically on three areas — climate change, natural resource management and employee travel.

While the world's a big place, it's not too big for us to make a difference. Together, we can have a tremendous impact and improve the everyday life of more people. It is in that spirit that we'll continue to harness our technology, insights and experience to help drive a stronger global economy and healthier planet.



**Ajay Banga**  
President and CEO

In the nearly two centuries since McKesson was founded, our industry and our company have dramatically changed. We may no longer deliver medicine by horse and buggy, but our employees worldwide remain committed to the company's mission: achieving better health for our customers, our employees and our communities. Core to this commitment is a strong focus on incorporating business practices that promote better health for all.

- ✦ **Reducing Carbon Emissions:** Across McKesson, we look for ways to reduce carbon emissions associated with travel, facilities and our transportation fleets. In fiscal year 2016, we reduced emissions from employee air travel by 15 percent by increasing our use of online meeting technologies. We also put into place new design guidelines for our offices, which include seeking Leadership in Energy and Environmental Design (LEED) and WELL certifications for our new construction projects; our newest building in Richmond, VA, was certified LEED Gold. Additionally, in the same year, both McKesson Canada and Celesio's French subsidiary reduced emissions by changing the composition of their fleets.
- ✦ **Providing Services for Cancer Patients:** McKesson's employee volunteer programs are aligned with the priorities of the McKesson Foundation and our identity as a health care company. We focus on cancer care — in particular, supporting nonmedical direct services to cancer patients and growing the international marrow registry. In fiscal year 2016, more than 19,500 employees in 180-plus locations volunteered to create cancer care packages, which were delivered to more than 270 locations across North America through the McKesson Foundation's Giving Comfort program. And through our company Marrow Drive, we added more than 2,100 new prospective donors to the international registry.
- ✦ **Improving Health and Reducing Costs:** McKesson's wellness program has achieved substantial benefits for both individual employees and the company. More than 10,000 employees have achieved our wellness program's platinum or gold status by participating in health screenings and by logging their physical activities. In spring 2016, our McKesson in Motion charity step challenge drew 14,000 employees. The McKesson Foundation made a donation on behalf of each participant, and employees competed as teams for additional grants. Together, McKesson employees raised \$200,000 and logged more than 3.8 billion steps.

At McKesson, we are guided by our ICARE shared principles (Integrity — Customer-First — Accountability — Respect — Excellence), and we are proud of our ongoing efforts to make a positive impact on the lives of our employees and our local and global communities. I invite you to learn more in our Corporate Social Responsibility Report.



**John Hamnergren**  
Chairman, President and Chief Executive Officer

"True to our focus on better health, McKesson is committed to improving the health of patients, communities and our planet. Throughout the year, McKesson employees create positive social and environmental change at our workplaces and in our local communities."



www.medtronic.com

"We are at the forefront of medical technology innovation, challenging ourselves to develop high-quality products and therapies that positively impact people's lives. Our future promises even greater social impact."

Healthcare is at a crossroads. Our industry faces intense clinical and economic challenges that require new approaches and creative collaboration as we pursue better healthcare delivery and improved patient outcomes for more people.

Medtronic is leading this evolution with a transformative business strategy to advance global healthcare. Our approach combines meaningful innovation in therapies, products and systems with value-based, cost-efficient healthcare models and technologies and partnerships that open the door to quality care for more people around the world.

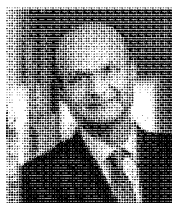
This strategy has created significant positive impact. More than 65 million people benefited from Medtronic technologies this year — two every second — as we helped our customers deliver more integrated care for patients across the healthcare continuum.

Our sustainability efforts improve operational efficiency, reduce our environmental footprint, deepen relationships with customers and support new business. Addressing and reporting on our sustainability material issues — global access to healthcare, product quality, product stewardship, responsible sourcing, and ethics in sales and marketing — is critical to the long-term viability of our business.

FY2016 highlights of our financial, social and environmental impact:

- ⊗ Delivered strong financial results, with \$28.8 billion in revenue and \$3.5 billion in net earnings.
- ⊗ Invested \$2.2 billion in research and development, representing 7.7 percent of net sales.
- ⊗ Donated more than 2 percent of pre-tax profits — \$114.6 million — to charitable causes.
- ⊗ Supported Hub & Spoke healthcare delivery models with an investment in Abraaj Group's Growth Markets Health Fund (GMHF). GMHF will purchase and build hub hospitals in several emerging markets, including Bangladesh, Ethiopia, Ghana, India, Kenya, Nigeria and Pakistan, expanding access to specialists for millions of patients.
- ⊗ Increased healthcare capacity and access by investing more than \$152 million in training for approximately 60,000 medical professionals.
- ⊗ Stayed on track to meet our goal to reduce operational energy use and greenhouse gas emissions by 15 percent by 2020 from a FY2013 baseline.
- ⊗ Launched a Responsible Supply Management function to support socially and environmentally responsible business practices among our suppliers.

For more than half a century, Medtronic has operated with a clear, compelling Mission: to alleviate pain, restore health and extend life. We believe that access to quality healthcare is a fundamental right of all people around the world. We believe that continuously improving clinical outcomes through innovation will present virtually limitless opportunities to extend our Mission.



**Omar Ishrak**  
Chairman and Chief Executive Officer

For the 77,000 people of MGM Resorts International worldwide, our sense of purpose in operating our business is matched by a deep sense of responsibility toward our stakeholders, our communities and our environment. This sense of responsibility extends from our world-renowned Las Vegas properties such as Bellagio, MGM Grand, Aria and Mandalay Bay to our unique resorts in Detroit, Mississippi, Maryland, Macau and beyond.

The CSR Committee of our board governs our efforts, with focus on three pillars:

#### **Diversity and Inclusion**

Diversity and inclusion are fundamental to our values, our people philosophy and our culture. We are diverse at all levels of our organization, including our board of directors (one-third diverse); our management ranks (43 percent women and almost 42 percent minority); and our workforce (more than 50 percent women and 66 percent minority).

Diverse-owned businesses, with which we have spent more than \$4 billion since our efforts began in 2000, are an important part of our supplier base. During the construction of MGM National Harbor, Maryland — our latest resort — minority business participation exceeded 30 percent.

For future developments, we maintain a deep commitment to local and diverse employment and to local construction and supplier participation.

#### **Philanthropy and Community Engagement**

We take tremendous pride in the value we bring to our host communities through high-quality jobs, tax payments and philanthropy. Key investment areas include hunger relief, education, wellness and the environment — with substantial contributions to diverse clientele.

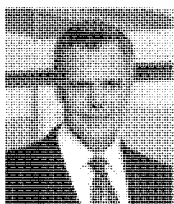
In 2015, MGM Resorts paid more than \$1.4 billion in taxes, contributed \$14.3 million through cash and in-kind giving, and supported more than 1,250 nonprofits, and our employees logged nearly 158,000 volunteer hours.

#### **Environmental Sustainability**

Our company was founded in the desert Southwest, which demands creativity in the stewardship of natural resources. Our comprehensive environmental program focuses on water, energy, waste management, supply chain, green building and stakeholder engagement.

As part of our energy strategy, we've changed more than 1 million light bulbs to LEDs, installed one of America's largest rooftop solar arrays and pursued advanced building automation systems. These and other efforts are guiding steady progress toward our goal of a 20 percent reduction in energy use by 2020.

Our commitment to responsibility stems from our founder, Kirk Kerkorian. An extraordinary humanitarian, he focused on the vision of what could be rather than what was and on continuous innovation. His spirit guides us as we strive to make positive impacts on the regions in which we operate and on the world.



**James J. Murren**  
Chairman and CEO



[www.mgmresorts.com/csr](http://www.mgmresorts.com/csr)

"As MGM Resorts International transitions from a Las Vegas-focused casino-resort company into a national and international entertainment leader, we will continue delivering shared success to the communities in which we build and the stakeholders we engage. We believe that diversity, philanthropy and sustainability are central to our joint success."

#### **10 Years of Shared Success**

In 2004, MGM planned CityCenter as an 18 million-square-foot development in the heart of Las Vegas. Upon opening in 2009, CityCenter earned a remarkable six Leadership in Energy and Environmental Design (LEED) Gold certifications, making it the world's largest green construction project.

We've continued building green, expanding our LEED Gold portfolio to The Park-Las Vegas, T-Mobile Arena and MGM National Harbor. We're also operating green, obtaining Green Key certification for 15 resorts and Green Globes for eight resorts.

We see green certification as an important aspect of our construction and operations processes. We'll continue to pursue this independent validation of environmental performance in the years ahead.

# Morgan Stanley

[www.morganstanley.com/what-we-do/  
institute-for-sustainable-investing](http://www.morganstanley.com/what-we-do/institute-for-sustainable-investing)

"We recognize that to serve our clients' current and future needs, we have to mobilize capital to help mitigate global risks like climate change as well as promote opportunities for inclusive growth."

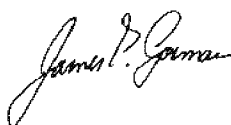
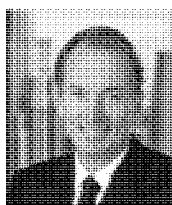
Morgan Stanley is deeply committed to supporting sustainability, promoting sustainable investing and focusing capital on the long term. We recognize that to serve our clients' current and future needs, we have to mobilize capital to help mitigate global risks like climate change as well as promote opportunities for inclusive growth.

To harness the power of capital in creating positive change, we established the Morgan Stanley Institute for Sustainable Investing in 2013. The Institute works across all of Morgan Stanley's businesses to accelerate widespread adoption of sustainable investing strategies — developing products, services and thought leadership to ensure investors can embrace sustainability principles. The Investing with Impact Platform that allows our wealth management clients to align financial goals with their values has been instrumental in our efforts. At \$6.3 billion in assets under management in 2016, it is more than half way toward our 2018 \$10 billion goal for the platform.<sup>1</sup> Additionally, Morgan Stanley also served as lead or joint bookrunner on Green Bonds totaling more than \$6 billion in 2016.

At Morgan Stanley, we endeavor to embed environmental, social and governance considerations into the way we conduct our business. To that end, we have reduced our greenhouse gas emissions by 35 percent per square foot of office space since 2006. Furthermore, in 2016 we added a fuel cell to our headquarters in Times Square, demonstrating that clean energy can be produced in dense urban areas.

We also aim to contribute to inclusive growth through thought leadership and giving back to our communities. For instance, in 2016, our equity research team demonstrated that firms with better gender diversity performance can deliver returns with lower volatility. This supports the view that addressing inequalities in the marketplace can be good for business. Furthermore, since 2010, we have committed more than \$13.3 billion in community development investments that have funded more than 73,500 affordable housing units and created or retained more than 80,000 jobs.

Our commitment to sustainability embodies the firm's core values: Putting Clients First, Leading with Exceptional Ideas, Doing the Right Thing and Giving Back. Looking to the future, I am optimistic that we will continue our focus on building an inclusive, sustainable economy.



**James P. Gorman**  
Chairman and Chief Executive Officer

<sup>1</sup> \$6.3 billion in Morgan Stanley Wealth Management assets allocated to products approved for the Morgan Stanley Investing with Impact Platform.

As a technology company that enables public safety agencies and businesses to communicate and work more effectively to create safe, thriving communities, Motorola Solutions and its employees strive to be responsible corporate citizens in all that we do.

In 2016, we focused our corporate responsibility efforts on energy efficiency at our facilities, responsible business practices in our supply chain and philanthropic support for science, technology, engineering and math (STEM) education, public safety research, disaster relief and employee volunteerism.

We made strides in energy efficiency, especially at our Illinois facilities. The first phase for our renovated Schaumburg, Illinois, building was awarded Leadership in Energy and Environmental Design (LEED)-CI Silver certification, with more than 85 percent of waste being diverted from landfills. Our new headquarters in Chicago, Illinois, is targeting LEED certification based on guidelines for energy and water reduction. And our new manufacturing facility in Elgin, Illinois, is implementing a new operational recycling program.

In addition, our electricity usage decreased approximately 28 percent in 2016 due to more efficient use of our office space, including energy-efficient lighting and more options for our employees to work remotely.

We've continued to prioritize responsible business practices and were recognized as a top-tier U.S. Customs-Trade Partnership Against Terrorism partner for the 14th consecutive year. This designation recognizes our work with suppliers to not only source materials responsibly but also ensure they adhere to import, export and supply chain standards. We also guard against the use of indebted labor and human trafficking.

The Motorola Solutions Foundation, our philanthropic arm, supports public safety, community-oriented and educational programs to help inspire the engineers and innovators of tomorrow. In 2016, we gave more than \$10 million, supporting more than 2 million students, teachers, first responders and their families, affiliated with about 200 organizations in 44 countries. Our employees also volunteered in the communities where they live, donating more than 60,000 hours of their time.

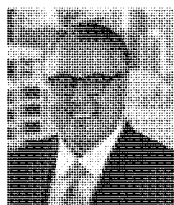
We are proud of our efforts to serve as a responsible corporate citizen alongside our customers, shareholders, neighbors and employees, as we work to fulfill our company's purpose: helping people be their best in the moments that matter.



**MOTOROLA SOLUTIONS**

[www.motorolasolutions.com/  
responsibility](http://www.motorolasolutions.com/responsibility)

"As a technology company that enables public safety agencies and businesses to communicate and work more effectively to create safe, thriving communities, Motorola Solutions and its employees strive to be responsible corporate citizens in all that we do."



A handwritten signature of Greg Brown in black ink.

**Greg Brown**  
Chairman and CEO



www.nationalgypsum.com

"I am particularly proud of our associate-driven projects, including engaging with farmers operating near our plants. Farmers often purchase gypsum as a soil stabilizer. Our plants cannot use all the gypsum our reclaim projects produce. Associates have made arrangements for farmers to use the reclaimed gypsum on their fields."

For more than a decade, National Gypsum has used sustainable materials and practices in its processes, including the production of gypsum wallboard. Nearly half of our primary raw material is byproduct gypsum, produced when power plants scrub carbon dioxide emissions. Byproduct gypsum, or calcium sulfate, is identical to gypsum rock but with higher purity. We also produce the paper for our board production from 100 percent recycled stock. Our Customer Service and Logistic teams work to minimize the miles our wallboard travels from our plants to our customers.

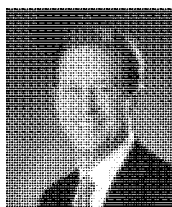
We continue to upgrade and modernize our plants, which not only improves our productivity and quality but also enhances energy savings resulting from board dryer upgrades, including fuel-efficient burners and improved heat retention.

We continue to build on a 2015 initiative to use new technology to recover and reuse unsaleable wallboard. These are products not meeting specifications, experimental projects and board trimmings. Plants are using a variety of equipment to remove paper from the gypsum core. The remaining gypsum is ground to a uniform size and metered into the board-making process. The projects allowed the company to reuse tons of reclaimed gypsum last year.

I am particularly proud of our associate-driven projects, including engaging with farmers operating near our plants. Farmers often purchase gypsum as a soil stabilizer. Our plants cannot use all the gypsum the reclaim projects produce. Associates have made arrangements for farmers to use the reclaimed gypsum on their fields. They work with the agricultural community to ensure our reclaim has the proper moisture content to flow through the farmers' spreaders.

In another organic project, two associates at our Halifax, Nova Scotia, quarry devised a plan to get 25 acres cleared by a biomass plant 150 miles away. The biomass plant cleared the land and produced wood chips for power generation. We avoided substantial clearing costs while providing fuel to produce electricity in the province.

National Gypsum remains committed to using sustainable processes to produce an essential building material.



**Thomas C. Nelson**  
Chairman, President & CEO

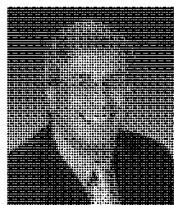
As our nation continues to grow and change, the Business Roundtable and its member companies remain committed to doing so sustainably. This year's theme of "delivering shared success" resonates with us at NextEra Energy because our investments in infrastructure deliver shared success to many stakeholders around the country.

NextEra Energy is one of America's largest infrastructure developers. We have invested roughly \$75 billion across the United States since 2004, and we plan to invest billions more through 2020. This new infrastructure includes hardening of power lines as well as new natural gas-fired generation in Florida. It includes a multistate natural gas pipeline in the Southeast and another in the Mid-Atlantic. And it includes more than a thousand wind turbines and millions of solar panels in more than a dozen states across America.

Our investment in U.S. infrastructure creates significant benefits for our country:

- ⊗ **For our environment:** NextEra Energy and our affiliates generate more energy from the wind and sun than any other company in the world. We now own and operate about 16 percent of the U.S. wind capacity and roughly 11 percent of the U.S. universal solar capacity, both more than anyone else.
- ⊗ **For our customers:** At our regulated utility, Florida Power & Light Company, we continue to deliver high reliability, award-winning customer service, a clean emissions profile and low bills to our 4.9 million customers.
- ⊗ **For our communities:** Our investments across North America create jobs and economic opportunity, including in many rural communities, and our tax payments provide funding for schools, emergency services and other local needs. Our employees logged more than 85,000 volunteer hours in 2016, a 15 percent increase from the year before.
- ⊗ **For our shareholders:** We have delivered higher total shareholder return than 71 percent of the companies in the S&P 500 Index over the last 10 years. We have also outperformed our peer utility companies in total shareholder return over the last five years, seven years and 10 years.

Investing in infrastructure is how NextEra Energy helps make our country more sustainable and more successful. We are a team of more than 14,000 people who advance that vision every day. We salute every Business Roundtable member company that has a similar vision for its own efforts, and we appreciate the opportunity to work together to create a more sustainable world.



**Jim Robo**  
Chairman & CEO



[www.NextEraEnergy.com/crr](http://www.NextEraEnergy.com/crr)

"NextEra Energy is one of America's largest infrastructure developers. We have invested roughly \$75 billion across the United States since 2004, and we plan to invest billions more through 2020."



Our purpose at Northrop Grumman is to provide our customers with products and services that help them meet their critical mission requirements. As Northrop Grumman continues to grow as a global security company, we remain committed to sustainable performance through effective environmental stewardship; strong corporate citizenship; devotion to diversity and inclusion; and maintenance of high standards of ethics, business conduct and corporate governance. They are fundamental to our business success, part of our key measurements and integral to our culture.

An important demonstration of our commitment to sustainable top performance is our Corporate Responsibility Report, [www.northropgrumman.com/CorporateResponsibility/Pages/Reports.aspx](http://www.northropgrumman.com/CorporateResponsibility/Pages/Reports.aspx), which we have published since 2008. The third-party-reviewed report is consistent with Global Reporting Initiative standards and helps us to track our corporate responsibility progress.

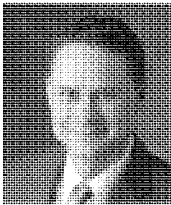
Among our sustainability achievements in 2016: We were honored as an industry leader in the Dow Jones Sustainability Index for North America, and we maintained our leadership on the Carbon Disclosure Project (CDP) Climate Change disclosure ranking.

We extended our commitment to ethical business conduct into our supply chain through an updated Supplier Code of Conduct, reaching approximately 9,500 supplier companies. And we were ranked 31st on DiversityInc's annual list for the Top 50 Companies for Diversity. We were the only aerospace and defense company to make the list.

Northrop Grumman's commitment to environmental sustainability is demonstrated by our 2020 greenhouse gas reduction, water conservation and solid waste diversion goals. They complement our environmental conservation support within our communities and, for our customers, where our innovative technologies are meeting their needs for operational effectiveness as well as environmental analysis. For example, our radar and sensor capabilities provide global climate and weather information to decisionmakers, enabling them to understand the risks of changing environmental conditions on their missions.

Two important tenets of our corporate citizenship are to expand the global pipeline of diverse and talented science, technology, engineering and mathematics (STEM) students and to assist our veterans. In 2016, Northrop Grumman and the Northrop Grumman Foundation contributed more than \$19 million to diverse STEM-related groups. Additionally, for the past 10 years, our Operation IMPACT (Injured Military Pursuing Assisted Career Transition) program has focused on assisting severely wounded service members as they transition from the military to the private sector.

I'm proud of our performance in environmental sustainability, and I particularly want to recognize our employees whose efforts are keeping us on our path to corporate responsibility leadership.



**Wes Bush**  
Chairman, Chief Executive Officer and President

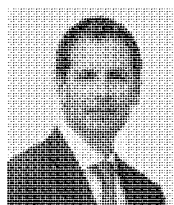
Novelis is the leading producer of flat-rolled aluminum products and the world's largest recycler of aluminum. We work alongside our customers to provide innovative solutions to the beverage can, automotive and high-end specialty markets. Operating an integrated network of technically advanced rolling and recycling facilities across North America, South America, Europe and Asia, Novelis leverages its global manufacturing and recycling footprint to deliver consistent, high-quality, sustainable products around the world.

In fiscal year 2016, Novelis made significant progress toward increasing the use of recycled aluminum and minimizing the use of natural resources. Recycling aluminum produces 95 percent fewer greenhouse gas (GHG) emissions and requires 95 percent less energy than primary aluminum production, enabling Novelis to achieve lower GHG emissions despite increasing global production capacity. During the past year, Novelis achieved an average of 53 percent recycled aluminum inputs, an increase of 23 percentage points from the baseline averages of fiscal years 2007–09. Novelis also reduced its GHG emissions by 19 percent for the same baseline years and achieved a 22 percent reduction in water intensity and a 24 percent reduction in energy intensity.

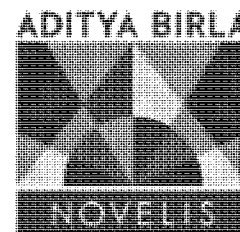
Novelis also recycles more than 60 billion beverage cans each year, turning them back into new beverage cans in roughly 60 days. And as a lead supplier to many of the largest automotive manufacturers, such as Ford and Jaguar Land Rover, we created the first — and largest — closed-loop recycling systems in the world. Closed-loop recycling allows us to take back as much of our customers' aluminum scrap as possible, turning it back into the same product again. Closing the loop preserves the value of the alloy, reduces recycling and transportation costs, minimizes environmental impact, and establishes a secure supply chain.

Within the company, Novelis set records for safety performance, achieving a three-year low in total recordable incidents as well as improving the number of days away from work rate by more than 25 percent year over year. As part of our worldwide corporate social responsibility campaign, Novelis employees supported 350 community projects at 32 sites in 11 countries. These projects focus on making communities safer; encouraging more science, technology, engineering and math (STEM) education; and increasing recycling by consumers. In total, those efforts represent more than \$5.5 million in community investments.

As we look toward the future, we are intensely focused on the fundamentals that will drive our business forward, and sustainability aligns directly with this focus.



**Steve Fisher**  
President and Chief Executive Officer



<http://novelis.com/sustainability>

"Sustainability is core to our business. That starts with how we operate within our company and extends to how we partner with our stakeholders across the aluminum value chain. We see tremendous opportunities in continuing to expand the use of lightweight, infinitely recyclable aluminum to meet today's demanding performance standards while reducing energy use."



[oracle.com/citizenship](https://oracle.com/citizenship)

"For Oracle, corporate citizenship means being responsible not only to our shareholders but also to our stakeholders — those affected by and with an interest in our activities — including employees, customers, partners, society and the environment."

### Leading by Example

For Oracle, corporate citizenship means being responsible not only to our shareholders but also to our stakeholders — those affected by and with an interest in our activities — including employees, customers, partners, society and the environment.

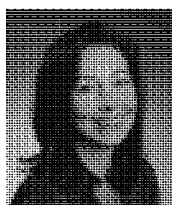
Philanthropically, Oracle aims to advance education, protect the environment and enrich community life. Each year, Oracle Giving donates millions of dollars in cash to nonprofit organizations that provide local and global programs, while Oracle Volunteers in 45 countries donate more than 110,000 hours of their time and talent to support nonprofit organizations and their beneficiaries. At the same time, our education initiatives — Oracle Academy and Oracle Education Foundation — help students develop the technical acumen and creative confidence to become the innovators of tomorrow. And in 2015, Oracle made history by committing to build a home for Design Tech High School — a pioneering California public charter high school — on its headquarters campus.

Environmentally, Oracle is a leader in sustainability. We were recognized on CDP's 2016 Climate A List, ranking us in the top 9 percent of companies globally in terms of transparency and performance, while *Newsweek's* Green Rankings named Oracle number 10 in the United States and number 17 in the world. We are also excited to release our new 2020 sustainability goals, which include a renewable energy target that raises the bar even higher.

Technologically, Oracle is committed to innovation, leadership and excellence and has invested more than \$45 billion in research and development since 2004. Under Oracle's stewardship, Java has evolved into one of the most important and dependable technologies in our industry, and we continue to support future generations of Java developers and users. We actively develop products and services that help us run our business more sustainably and enable our customers do the same. Strong proponents of the circular economy, we recycled or reused 99.5 percent of electronic waste collected through our Take-Back and Recycling program in FY16.

Culturally, we continue to invest in our global workforce through employee development and engagement, diversity and inclusion initiatives, and health and wellness programs. These efforts earned us awards from the Great Place to Work Institute and a 100 percent rating on the Human Rights Campaign's Corporate Equality Index.

We are proud of Oracle's technological leadership and the positive impact our corporate citizenship efforts make globally. For more information, please visit [oracle.com/citizenship](https://oracle.com/citizenship).



**Safra A. Catz**  
Chief Executive Officer

At Owens Corning, expanding our impact through sustainability is a core value and an essential element of our business. We recognize that — to be truly sustainable — we must expand our handprint through our strategies and actions while we continue to shrink our footprint.

We have made great progress against our strategic pillars.

#### Operations Sustainability

- ⊗ Having met our 2020 greenhouse gas and toxic air emissions goals ahead of schedule, we announced increased 2020 commitments of 50 percent and 75 percent reductions for these environmental impacts, respectively, and incorporated science-based greenhouse gas target-setting methodology into our strategy.
- ⊗ We completed purchase agreements for 250 megawatts of wind energy and installed a 2.4-megawatt photovoltaic canopy over the employee parking lot at our headquarters — the largest system of its kind in the Midwest United States.

#### Product and Supply Chain Sustainability

- ⊗ We built a nonwovens plant, which will produce an exclusive innovative portfolio of formaldehyde-free products for various building product applications.
- ⊗ We gave new life to 2.5 billion pounds of end-of-life shingles through our recycling networks, a 4 percent year-over-year increase, and added 1.4 billion pounds of recycled glass into our insulation products, a 7 percent year-over-year increase.

#### Energy Efficiency and Durable Material Solutions at Scale

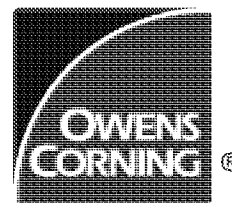
- ⊗ Our growing product and systems portfolio, coupled with our world-class building-science capabilities, has positioned us with leading professionals in commercial building enclosure design and construction to create high-efficiency, durable solutions.
- ⊗ We collaborated with builders across North America to incorporate building-science expertise in building cost-effective, energy-efficient homes, including a growing number of net zero-energy homes.

#### Safety, Health, Employee Engagement and Community Vitality

- ⊗ Our people are safer because we have reduced recordable incidents by 7 percent year over year, and we integrated wellness and sustainability into our safety and health strategies.
- ⊗ We provided a substantial amount of volunteers, products and financial support to assist more than 1,600 needy families in obtaining safe, affordable, energy-efficient housing through Habitat for Humanity, and we expanded our efforts in India by providing clean drinking water systems.

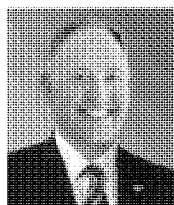
We are proud to have earned placement, for the seventh consecutive year, in the Dow Jones Sustainability World Index in recognition of our sustainability initiatives and, for the fourth straight year, as the Industry Leader for the building products group. We were also honored by the U.S. Environmental Protection Agency with a 2016 ENERGY STAR® Partner of the Year — Energy Management award.

Explore our sustainability site to track our progress.



[www.owenscorning.com/corporate/sustainability](http://www.owenscorning.com/corporate/sustainability)

“At Owens Corning, expanding our impact through sustainability is a core value and an essential element of our business. We recognize that — to be truly sustainable — we must expand our handprint through our strategies and actions while we continue to shrink our footprint.”



*Michael H. Thaman*

**Michael H. Thaman**

Chairman and Chief Executive Officer



[www.parker.com/sustainability](http://www.parker.com/sustainability)

"We all share a commitment to responsible operations, and as Parker celebrates its 100th anniversary in 2017, we will look to the future for new opportunities to make a positive impact on the world."

Parker's sustainability strategy is focused on the positive impact we can have on people and the planet we all share. Through the responsible design, manufacture and disposal of our products, we strive to foster the enduring success of our company, customers and communities.

#### **Safety-First Culture**

At Parker, our approach always begins with the safety of our team members. Nothing is more important than making sure every Parker team member returns home safely after each work day.

Parker's injury rate has decreased by 60 percent since 2010. However, the goal is always zero injuries. It's an ambitious goal. Yet we are confident we can get there by reinforcing a safety-first culture in which all Parker leaders and team members are engaged in keeping our work environments free from accidents. We are implementing best-in-class safety practices, including a focus on how our equipment and operations can minimize safety risks, and through ongoing education Parker team members are being trained to recognize and address safety hazards.

#### **Environmental Stewardship**

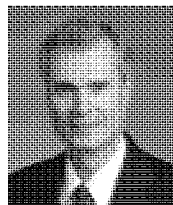
Parker is also constantly adapting to stay ahead of advancements in manufacturing technology. Our focus is on reducing energy consumption and water use, decreasing emissions, and minimizing waste sent to landfills by reusing or recycling materials. Improving manufacturing efficiency represents a significant opportunity to fulfill our commitment to sustainability.

Today, Parker recycles 85 percent of the waste generated from its manufacturing operations. We are on track to achieve our goal of reducing water use, energy consumption and volume of waste sent to landfills by 20 percent between 2015 and 2020.

#### **Supporting Our Communities**

Another key indicator of Parker's success is our ability to make a positive impact in the communities we call home. The practice of volunteering and charitable giving has always been central to Parker's culture. Through the Parker Hannifin Foundation's three key areas of focus we are able to support our communities in need, contribute to improving math and science education, and advance energy and water conservation efforts. This year the Parker Hannifin Foundation donated more than \$6 million to 250 qualified charitable organizations. Additionally, Parker team members generously donate and volunteer to get involved with the many charities and causes they are passionate about supporting.

We all share a commitment to responsible operations, and as Parker celebrates its 100th anniversary in 2017, we will look to the future for new opportunities to make a positive impact on the world.



**Thomas L. Williams**  
Chairman and Chief Executive Officer

For more than 134 years, Peabody has been powering progress with energy to sustain life and grow economies. As the world's largest private-sector coal company, we are proud to deliver one of the world's most abundant, affordable and reliable sources of energy. Peabody's coal fuels electricity generation for expanding economies and is an essential ingredient in steel manufacturing required by today's rapid urbanization.

Peabody is a leader in sustainable mining, energy access and clean coal solutions — what we call "Coal Done Right." We also have advanced core components in our Investment Principles for Best-in-Class Coal Companies, which were developed to provide distinguishing elements to assist the investment community in making portfolio decisions. Over the past 10 years, the company has earned 260 honors for safety, corporate and environmental excellence.

Safety is Peabody's first value and a leading measure of operational excellence. The company has an extensive safety and health management system, a track record of steady improvement, and a vision of zero safety incidents of any kind. In 2016, the company set a new record for safety with our global incidence rate representing a 35 percent improvement over the past five years. In addition, we were the first company to receive certification under the National Mining Association's CORESafety program.

Sustainability is another core value. We take responsibility for the environment, benefit our communities and restore the land for generations that follow. Last year the company restored 6,450 acres of mined lands into rangeland, wildlife habitat, hardwood forests, prime farmland and wetlands.

Peabody has long advocated clean coal technologies to reduce carbon and other emissions, and the company has invested hundreds of millions of dollars in clean coal projects and partnerships. We recently launched our Position on Energy and Climate Change, which outlines our technology-based approach to using the world's coal resources to achieve the three-part goals of energy security, economic progress and environment solutions.

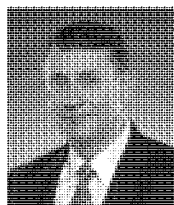
We believe that emissions progress for coal begins with deployment of high-efficiency, low-emissions power stations using technology that is available now. Longer-term investments in next-generation carbon capture, use and storage technologies are necessary to transition to the ultimate goal of near-zero emissions from coal-fueled power.

Peabody and its approximately 6,700 employees are proud to deliver sustainable energy solutions that improve the quality of life for millions around the globe.



[www.peabodyenergy.com/content/104/corporate-responsibility](http://www.peabodyenergy.com/content/104/corporate-responsibility)

"As the world's largest private-sector coal company, we are proud to deliver one of the world's most abundant, affordable and reliable sources of energy. Peabody's coal fuels electricity generation for expanding economies and is an essential ingredient in steel manufacturing required by today's rapid urbanization."



A stylized, handwritten signature of Glenn Kellow in black ink.

**Glenn Kellow**  
President and Chief Executive Officer



Pepsico.com/Purpose

"We are stewards of a great company with the imperative not only to make a profit but also to do so in a way that makes a difference in the world."

One of the key business lessons of the early 21st century is that a company can, in fact, increase its value by acting on its values. Since 2006, PepsiCo has been transforming the way we do business so we can deliver strong financial returns in a way that is responsive to the needs of the world around us — an approach we call Performance with Purpose.

We are reducing added sugars, saturated fat and salt in many of our products while continuing to expand our lineup of nutritious foods and beverages.

We are improving our operational water use and energy efficiency, cutting down our packaging and waste, and promoting responsible agricultural practices around the world, not only reducing our impact on the environment but also lowering our costs.

We are building a workplace that continues to attract the world's best and brightest.

And we are doing all of this while delivering strong financial performance, increasing our net revenue by nearly 80 percent and outperforming the S&P 500 between 2006 and 2015.

Simply put, Performance with Purpose is not about changing the way we spend money — it's about changing the way we make it.

Yet despite all the progress our company has made, our work is far from complete. There are major challenges to overcome around the globe. From obesity and undernutrition to resource scarcity and climate change to injustice and inequality of all kinds, we must stop and ask ourselves what more we can be doing — not only for our shareholders but also for the world all of us inhabit.

That is why last year we redoubled our focus on Performance with Purpose and renewed our goals for the next decade. In doing so, we believe we are paving the way for PepsiCo's future growth and helping others thrive.

Our updated goals have been informed by many of the world's leading experts and institutions. We have closely mapped our plans against the United Nations Sustainable Development Goals, so we can help advance a shared global agenda. We have worked to respond to the expectations of our investors and stakeholders. And we are focusing on areas where we believe PepsiCo can achieve the greatest impact by leveraging our people, capabilities and global partnerships.

As our journey enters its next phase, we will continue to set our sights high. We will strive to always show courage. And we will embrace change, along with the opportunity for leadership that comes with it, recognizing that we are stewards of a great company with the imperative not only to make a profit but also to do so in a way that makes a difference in the world.



A handwritten signature in dark ink, reading "Indra K. Nooyi".

**Indra K. Nooyi**  
Chairman and Chief Executive Officer

In aiming to improve people's lives through scientific innovation, Pfizer is committed to delivering on three of the 17 United Nations Sustainable Development Goals (SDGs) — Good Health and Well-Being, Climate Action, and Responsible Production. We believe these SDGs are vital in protecting human and environmental health, as well as preserving our planet's precious natural resources.

At the core of Pfizer's green journey are programs that apply innovative approaches to manage our impact on climate change, improve product stewardship, reduce waste and conserve water resources. Building on a 50 percent reduction in our greenhouse gas (GHG) emissions from 2000 to 2015,\* Pfizer is moving forward toward our 2020 public targets to further reduce GHG by 20 percent, waste by 15 percent and water use by 5 percent. In addition, we are partnering with our key suppliers to strengthen their sustainability efforts.

As a long-time reducer of GHG, Pfizer recognizes that voluntary actions alone will not address climate change. Therefore, we support government policies that establish emissions reduction targets guided by the best available science to stabilize global temperature rise below 2 °C. As a result of our strong public commitments, Pfizer was one of the first 12 companies recognized by the We Mean Business initiative for having a Science Based Target aimed at stabilizing global temperature rise by 2050.

Many of today's medicines, from cancer medications to rheumatoid arthritis treatments, could not be made without rare and expensive precious metal catalysts. Pfizer scientists are finding materials to replace these catalysts with more sustainable alternatives.

Through a Pfizer collaboration with the Bill & Melinda Gates Foundation and the Children's Investment Fund Foundation, we are helping to broaden access to Pfizer's long-acting injectable contraceptive, Sayana® Press (medroxyprogesterone acetate), for women most in need in some of the world's poorest countries. The injection system consists of a small bubble of plastic attached to a needle. This design helps reduce waste, is discreet and can be easily transported. Since the product's launch in 2014, more than 6 million doses of Sayana® Press have been shipped to 20 developing countries.

Our commitment to a sustainable future is another way that Pfizer is working to make a positive impact in the lives of all who rely on us and to advance our purpose to innovate to bring patients therapies that significantly improve their lives.



**Ian Read**  
Chairman and Chief Executive Officer

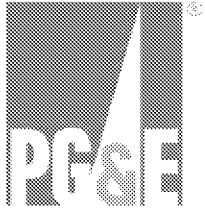


[www.pfizer.com/responsibility](http://www.pfizer.com/responsibility)

"Our commitment to a sustainable future is another way that Pfizer is working to make a positive impact in the lives of all who rely on us and to advance our purpose to innovate to bring patients therapies that significantly improve their lives."

(\*Historic estimated GHG emissions reductions do not include Hospira operations.)





[www.pgecorp.com/sustainability](http://www.pgecorp.com/sustainability)

"PG&E's role in the energy economy, and the scale at which we work, means that we have a unique ability to do big things in the fight against climate change, as well as help to ensure that the benefits that flow from clean energy technologies are accessible and affordable to all."

## 10 Years of Shared Success

A little more than 10 years ago, California passed the nation's first law taking a comprehensive, long-term approach to climate change. PG&E was a proud supporter, and we have been at the forefront of technologies and programs to reduce carbon emissions ever since. Today, the electricity PG&E delivers is nearly 70 percent greenhouse gas free, and we're meeting the state's aggressive renewable energy goals ahead of schedule. We also recognize that sustainability involves not just a cleaner environment but a wide array of interconnected issues. We will continue working with our many partners to build a vibrant energy future together.

PG&E's commitment to sustainability begins with our customers. They have told us — and we agree — that our responsibilities as an energy provider go beyond fulfilling our core mission of providing safe, reliable, affordable and clean energy. They also look to us to be a force for innovation and progress, economic development and growth, community investment and vitality, and environmental quality.

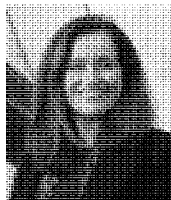
Doing so requires the willingness to take on some of the most pressing problems we face as a society — including climate change. We know that finding the right solutions will require collaboration and partnership. And implementing those solutions will require bold action at the local, state, national and international levels.

PG&E's role in the energy economy, and the scale at which we work, means that we have a unique ability to do just that. We can help in the push for cleaner transportation. We can help communities build resilience against climate change effects. And we can help to ensure that the benefits that flow from clean energy technologies are accessible and affordable to all. Indeed, if climate change is truly the defining challenge of our time, then we have a duty to respond both individually and collectively and bring every tool to bear while leaving no one behind.

Recent examples of PG&E's commitment include:

- ⊗ Delivering some of the nation's cleanest energy, with nearly 70 percent of our electricity coming from greenhouse-gas-free resources;
- ⊗ Using state-of-the-art detection technology to find and eliminate methane leaks in our natural gas distribution system;
- ⊗ Launching a project to hire 1,000 military veterans over the next eight years — the largest such commitment by any gas and electric company in the country;
- ⊗ Pledging \$1 million in grant funds to support local climate resilience initiatives, with a focus on disadvantaged communities;
- ⊗ Setting a new record for employee and retiree giving in our annual Campaign for the Community, raising \$8.4 million for schools and nonprofits, along with 97,000 volunteer hours; and
- ⊗ Achieving industry-leading supplier diversity results, helping thousands of local businesses to grow and hire.

In the years to come, we intend to build on those accomplishments. PG&E's annual sustainability report is one way we hold ourselves accountable. We welcome your thoughts on our performance.



**Geisha J. Williams**  
Chief Executive Officer and President

In 2016, Phillips 66 executed plans to operate well and complete noteworthy projects that position us for continued long-term growth and success. Even amid challenging market conditions, our 14,800 employees delivered outstanding results and made a lasting impact in their communities.

A number of significant accomplishments marked our progress in 2016. We achieved our safest year on record, with an industry-leading 0.15 total recordable rate. We had our lowest number of environmental incidents ever and stewarded programs that exceeded environmental standards.

Major Midstream projects were completed on time and on budget, including the world-class Freeport Liquefied Petroleum Gas Export Terminal and our initial expansion of the Beaumont Terminal. These quality assets will provide growth for decades. Finally, our talented researchers set the record for organic photovoltaic efficiency, a promising low-cost, environmentally friendly solar technology that we are progressing toward commercial scale. With a \$2.7 billion capital budget for 2017, we aim to expand and deliver value across our businesses.

We value and invest in people, both within our company and in the communities where we work and live. Our strategy to pursue diverse, talented employees has resulted in a significant number of our experienced new hires in our U.S. refining business being veterans. We also have worked to develop a generationally diverse workforce, with a balance of 30 percent millennials, 32 percent boomers and 38 percent generation X.

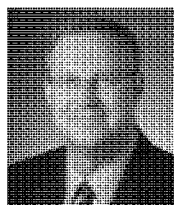
Our community giving is another source of great pride. We have enhanced our program to allow employees some paid time off to perform community service of their choice. The results are measurable: Just in the past year, our employees volunteered more than 61,000 hours at more than 600 charities. More than double this number of organizations received employee and company-matching gift funds. Since our inception, our employee charitable gift budget has doubled. As a company, we continue to champion science, technology, engineering and math and literacy programs to prepare today's children to become the next generation of innovators and leaders.

Our investments today in business, people and communities position us for long-term, sustainable success tomorrow and beyond. As the global population grows, access to reliable, abundant and affordable energy will remain critical to enabling improved standards of living. At Phillips 66, we are prepared to meet these needs safely and efficiently for years to come.



[www.phillips66.com](http://www.phillips66.com)

*"Our investments today in business, people and communities position us for long-term, sustainable success tomorrow and beyond."*



A handwritten signature of Greg Garland in black ink.

**Greg Garland**  
Chairman and CEO



[www.pb.com/responsibility](http://www.pb.com/responsibility)

"Core to our culture is our commitment to doing the right thing, the right way. And it is central to all we do — whether we're designing new technologies and services for our clients, driving down our carbon footprint, or supporting the work of employee volunteers helping children and families in their local communities."

Our commitment to responsible business practices strengthens every aspect of Pitney Bowes. Embedded in our culture for nearly 100 years, it continues to drive our relationships with clients, employees, peers and the communities where we operate.

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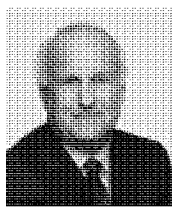
A key part of this commitment is our long tradition of environmental responsibility. Our steadfast efforts in energy conservation, waste reduction and product stewardship have achieved important operational gains and have also earned us national recognition as an environmental leader. For the past 10 years, we have been a proud member of the U.S. Environmental Protection Agency's (EPA) WasteWise Hall of Fame. And just this past year, the EPA recognized us with its Climate Leaders Award for Excellence in Greenhouse Gas Management.

Equally important, we offer a broad array of programs to help employees and their families lead healthy, productive lives both on and off the job. In turn, they've embraced these programs in growing numbers — including more than 4,000 participants in 15 countries for our annual "One in a Million" walking campaign. Last year, we also drew more than 2,000 women from 150 universities in India to a six-hour programming hackathon called PB Code Inspire, designed to encourage women to pursue careers in computer science and engineering.

And we continue to strengthen our philanthropic outreach in support of literacy and education. Over the past 10 years, our employees have contributed more than 500,000 hours of volunteer service in partnership with education non-profits, tutoring and mentoring students in local schools around the world.

Our culture of corporate responsibility supports our progress at every step — helping us attract and retain a diverse, energized workforce focused on client success; accelerating the flow of innovative solutions; ensuring that our products and facilities meet rigorous functional, environmental and safety standards; and providing a fair, transparent governance infrastructure to keep everyone on track and at their best.

It's an exciting time to be at Pitney Bowes. I'm immensely grateful for the outstanding efforts of people throughout our company as we build our bridge to our second century — and prepare to cross it.



*Marc B. Lautenbach*

**Marc B. Lautenbach**  
President and Chief Executive Officer

What businesses face today is not a new challenge, but a new world. As evidenced in PwC's 20th Annual Global CEO Survey, business leaders are defining success in terms beyond financial profit, with 86 percent citing the importance of accounting for wider stakeholder expectations.

Creating value for clients, people and communities is at the heart of the PwC network. Guided by our purpose, to build trust in society and solve important problems, the greatest impact we have in society is through the work we do every day. But our efforts don't stop there. We also choose to extend our network's impact by investing in change where we can bring our skills and expertise to bear on some of the world's most important problems.

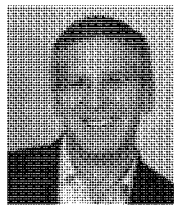
Community investments focus on "Maximising Potential" — of individuals through education, of social enterprises and of the nongovernmental organization sector. In 2016 more than 60,000 people from across the PwC network — a record for us — invested more than 800,000 hours of professional services and skilled volunteering.

A notable part of this effort was directed to the U.S. firm's *Earn Your Future*<sup>™</sup> initiative. This 2012 five-year commitment has helped students develop critical life skills, including building their financial capability, and enabled educators to teach those skills. To date this \$190 million investment, supported by PwC volunteers dedicating a million hours of their time, has affected almost 4 million students and educators — far exceeding the original target.

The PwC network is also invested in environmental stewardship efforts. Beyond managing our impact, where we have achieved an 8 percent reduction per employee in greenhouse gas emissions since FY14, we continue to innovate in collaboration with clients to consider new ways to account for natural capital and to advocate for change. Alongside CEOs representing 79 companies across 150 countries, PwC signed an open letter at COP21 in support of action on climate change.

Advocacy efforts also extend to championing the United Nations (UN) Sustainable Development Goals and diversity and inclusion. We're proud to be a founding 10x10x10 *IMPACT* champion of the UN's HeforShe movement.

These are just a few of the ways our network is focused on having a positive impact on the world and communities around us. I invite you to take a look at our recent *Global Annual Review* and *Corporate Responsibility* content for many more stories of the important problems we're part of solving.



**Robert E. Moritz**  
Chairman



www.pwc.com

"Financial success is underpinned by operating our network responsibly and doing the right thing. But shared success comes when we look beyond operational impact and financial outcomes to the positive impact we can have on the world around us."

## 10 Years of Shared Success

Our network's 10-year journey has seen us expand from a strong philanthropic base to tackling important societal problems where we can best leverage the unique asset of our business — the skills of our people. As we have increasingly become purpose led, it's not unusual for PwC people to see an important societal problem and reimagine a new solution — one that creates success for many.



[www.principal.com/  
corporate-social-responsibility](http://www.principal.com/corporate-social-responsibility)

"Instead of letting old office supplies go to waste, our Green Team coordinated events that gave our employees the chance to reuse them, keeping 9,000 pounds of office supplies, electronics and paper out of the landfill."

"The scene changes but the aspirations of men of good will persist."

*Vannevar Bush, American Engineer, 1890–1974*

Principal is in its 138th year. Throughout our history, the men and women of Principal have always aspired to do more and be more — for our customers and in the communities in which our employees work and live around the world. Today, more than ever, that commitment also means caring for the environment.

Highlights of our progress in 2016 include:

- ⊙ **Advancing our climate change goals.** With a reduction of nearly 25 percent, we substantially exceeded our long-term goal to reduce baseline 2011 carbon emissions by 10 percent. We've also committed to adopting a science-based greenhouse gas (GHG) reduction goal. Our target: reduce baseline 2010 GHG emissions by 30 percent by the end of 2020.
- ⊙ **Earning a Leadership (A-) score on our response to CDP's Climate Change questionnaire** — ranking us higher than 70 percent of all respondents in the United States.
- ⊙ **Employees making a difference.** Our employees received the Murray J. Fox Recycling Innovation award from The Iowa Recycling Association. Our grassroots Green Team kept an estimated 5,000 pounds of office supplies, 2,000 pounds of electronics and 2,000 pounds of paper out of the landfill and reused plastic bags to make mats for homeless veterans.
- ⊙ **Keeping sustainability a top priority.** Each component of our multiyear headquarters renovation considers environmental impact. For example:
  - \* **Recycling.** To date, we've recycled more than 90 percent of the materials removed, exceeding the Leadership in Energy and Environmental Design (LEED) guidelines target of 70 percent for construction waste.
  - \* **LEED certification.** We're in the process of completing LEED certification for two of our renovated buildings.

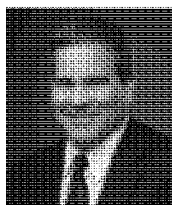
#### Sustainable Commercial Real Estate

Principal Real Estate Investors, our dedicated real estate investment manager, has a long-standing commitment to corporate stewardship and an established track record in responsible property investing. In 2016, this group received the ENERGY STAR® Partner of the Year award, acknowledging its accomplishments in energy management across its portfolio.

More than 80 buildings are either ENERGY STAR or LEED certified. The group was recognized in 2016 by the United Nations Principles of Responsible Investment with an A rating for the second year in a row and awarded Green Star designation by Global Real Estate Sustainability Benchmark for the third year in a row.

#### Look Ahead

We'll continue to focus on energy efficiency, carbon footprint reduction, water efficiency, waste reduction/recycling, employee awareness and environmental purchasing practices to help us all live our best lives.



**Dan Houston**  
Chairman, President and CEO

P&G is committed to being a good corporate citizen and always doing the right thing. We are, and want to be known as, a company that is governed responsibly and behaves ethically; that is open and transparent in its business dealings; that supports good causes and protects the environment; and that provides an appealing place to work where our employees are treated well and are given the opportunity to be all they can be.

Environmental sustainability is a key part of our citizenship efforts and is integrated into the way we do business — our business practices, operations, innovation, brand building and culture.

In 2010, we established our long-term sustainability vision to:

- ⊗ Power all our plants with 100 percent renewable energy;
- ⊗ Use 100 percent renewable or recycled materials for all products and packaging;
- ⊗ Have zero consumer and manufacturing waste go to landfill; and
- ⊗ Design products that delight consumers while maximizing the conservation of resources.

We established specific 2020 short-term goals to demonstrate we are making progress against our long-term vision. To date, we've achieved our goals to:

- ⊗ Reduce energy at our facilities by 20 percent per unit of production;
- ⊗ Reduce truck transportation by 20 percent per unit of production;
- ⊗ Have 100 percent of the virgin wood fiber used in our tissue/towel and absorbent hygiene products to be third-party certified; and
- ⊗ Reduce water use in manufacturing facilities by 20 percent per unit of production.

We are actively working on achieving the remainder of our 2020 goals.

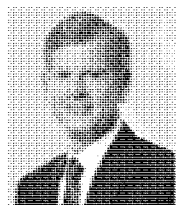
Our commitment to sustainability comes to life for consumers when we create brands that they love while giving them more sustainable choices. For example, last year, we introduced Tide purclean, which is the first bio-based detergent (65 percent bio-based) with the cleaning power of Tide. On Charmin, we've added Forest Stewardship Council labels to let consumers know that 100 percent of our pulp is sourced from environmentally responsible forests. We are the first multinational company to globally remove phosphates from all laundry and auto-dishwashing detergents, without a compromise in cleaning. And our auto-dishwashing capsules have an added environmental benefit of not requiring a prerinse — potentially saving about 21 billion liters of water a year.

Being a good corporate citizen means helping reduce both our environmental footprint and the environmental footprint of our consumers. We're proud of what we've been able to accomplish so far but know there is still much more ahead to do, and we look forward to making a bigger difference in our world every day.



[www.pg.com/sustainability](http://www.pg.com/sustainability)

*"P&G is committed to being a good corporate citizen and always doing the right thing."*



**David Taylor**

Chairman of the Board, President and Chief Executive Officer



[www.prudential.com/sustainability](http://www.prudential.com/sustainability)

“For more than 140 years, Prudential has been keeping promises to its stakeholders. We have built our businesses on solid financial strength and the proven ability to stand behind the long-term promises that we make. To put it succinctly, sustainability at Prudential is about how we create tomorrow today.”

At Prudential, sustainability describes how the company anticipates and manages future risks and opportunities to keep its long-term promises. The company focuses on four building blocks for continued vitality — financial strength, relationships with stakeholders, talent and culture, and innovation to serve our customers.

In each of those areas, we take a broad view of the factors that may challenge us and those that may offer possibilities. For many years, we have considered environmental, governance and societal issues important to Prudential's long-term health.

#### **Environmental and Community Engagement**

Environmental consciousness and responsible use of resources add value for stakeholders and mitigate the risks of climate change. Prudential's efforts in this area have grown from being a function driven by local facility managers to a broad range of companywide initiatives that involve operations, printing, procurement and technology, and employees serving on Green Teams.

In 2016, we completed construction of a new data center in Minnesota, our third data center in the United States. Our goal was to build a center that was both environmentally responsible and attractive to our employees and neighbors. Through the use of solar arrays, construction of environmentally sensitive buildings like the new data center and other conservation measures, we are optimizing management of the company's emissions while strengthening local power grids.

#### **Investment**

Responsible investing at Prudential is forward looking. For many years, Prudential has been investing its own assets as well as client assets in renewable power generation. During 2016, the market value of that portfolio increased nearly 19 percent from the previous year, with more than \$3.8 billion invested in a range of renewable power projects.

In addition to investments in renewable energy generation projects, Prudential Fixed Income — a PGIM business — began investing in green bonds in 2013. The market value of Prudential's green bonds was more than \$380 million at the end of 2016.

Prudential recognizes that equitable access to capital enhances prosperity and accelerates growth. An integral part of our investment philosophy is the active allocation of resources to diverse organizations with the objective of creating a positive and measurable impact on our partners, communities and the people served.

Our sustainability efforts are continuously evolving and enhanced by proactive stakeholder engagement. The investments we make today are designed to deliver value to people, organizations and communities in the future.



**John R. Strangfeld**  
Chairman and Chief Executive Officer

I began my Qualcomm career as an engineer more than 20 years ago. Since then, I have worked alongside talented colleagues to help our company revolutionize the mobile industry, pioneer the launch of 3G and 4G, and connect billions of people around the globe.

Today, as CEO, I have the opportunity to lead what we at Qualcomm call the “Invention Revolution” — an era of rapid innovation unlike anything humankind has ever seen. Billions of mobile devices with extraordinary power are uniting with advancements in robotics, artificial intelligence, autonomous vehicles, nanotechnology and more to improve life as we know it.

As our innovative technologies transform the places where we live and work, sustainability is a key component of how we think about the future. It's important that our sustainability strategy not only reflects the world around us but also prepares us for the world ahead.

That's why this year, we are proud to announce our new 2020 sustainability goals — the milestones that will help us realize our 2030 Sustainability Vision. Our efforts to achieve these goals will give us a more comprehensive understanding of both the potential impacts and opportunities for us to accelerate the development of sustainable solutions.

Innovating responsibly isn't new to Qualcomm. Year after year, we put our sustainability commitment into action. In 2016, we celebrated the 10-year anniversary of three of our flagship programs:

- ⊗ Within our own workforce, Qualcomm Women in Science and Engineering (QWISE) has empowered our employees to share ideas, act as mentors, discuss challenges, develop new skills and create leadership opportunities to succeed in their chosen careers.
- ⊗ Since it was formalized in 2006, Qualcomm® Wireless Reach™ has brought connected solutions to nearly 10 million people in 46 countries to strengthen social and economic development.
- ⊗ With our support of FIRST® (For Inspiration and Recognition of Science and Technology), a nonprofit organization that provides students with hands-on robotics experiences, Qualcomm has helped to bring innovation; collaboration; and science, technology, engineering and math (STEM) education to thousands of participants globally.

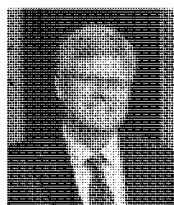
While we may have yet to imagine many of the advancements to come, we know that the Invention Revolution is at hand — and Qualcomm will be at its center. As we look ahead, my goal is to continue our company's legacy of accomplishing amazing things, empowering people and enhancing quality of life around the globe.

I hope you are as excited about the future as I am.



[www.qualcomm.com](http://www.qualcomm.com)

“As our innovative technologies transform the places where we live and work, sustainability is a key component of how we think about the future. It's important that our sustainability strategy not only reflects the world around us but also prepares us for the world ahead.”



**Steve Mollenkopf**  
Chief Executive Officer





[www.raytheon.com/responsibility](http://www.raytheon.com/responsibility)

"We live in an era of increasing change and challenges, from a dynamic geopolitical environment and cyber risks to climate change and stresses on natural resources. Raytheon responds by contributing to national security, helping protect our men and women in uniform, and providing actionable weather data and cybersecurity solutions. This strategy also applies to the way we operate our expanding business. We're continually raising the bar to provide sustainable products, manage financial and natural resources responsibly, and collaborate with stakeholders."

Achievement begins with a vision. At Raytheon, ours is to work as one global team creating trusted, innovative solutions to make the world a safer place. This ambition drives us to lead in all we do. That begins with our performance as a company and as a partner with the customers and suppliers who share our mission. It includes our actions as the employer of a workforce whose strength is based on diversity and inclusion. Additionally, we are committed to being good stewards of our planet, people, communities and the future we all hope to build.

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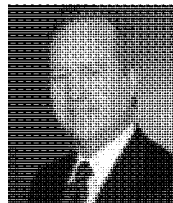
This strategy also applies to the way we operate our expanding business. We're continually raising the bar to provide sustainable products, manage financial and natural resources responsibly, and collaborate with stakeholders. In 2008, we established our initial set of long-term sustainability goals and resolved to meet them by the end of 2015. Among our accomplishments:

- ⊗ Landfill and incinerated waste declined by 58 percent;
- ⊗ Potable water usage declined by 35 percent;
- ⊗ Energy consumption declined by 18 percent; and
- ⊗ Greenhouse gas emissions declined by 28 percent.

We're not stopping there. In 2016, we established a new set of 2020 sustainability goals — an ambitious five-year plan with 14 new goals for integrating sustainability into virtually every product and service we create.

Raytheon is also doing its part to sustain our people and communities. We're strengthening programs that boost our employees' health and well-being and investing in processes that yield industry-leading workplace safety results. Meanwhile, our flagship MathMovesU® science, technology, engineering and math (STEM) education initiative enters its second decade of inspiring student interest in math and science. In 2015, we pledged an additional \$10 million to support multiyear initiatives aimed at empowering veterans, service members and their families through educational opportunities.

All of us at Raytheon are focused on strong performance, which includes our sustainability strategy. We also draw inspiration from our values, which emphasize trust, respect, collaboration, innovation and accountability. That is how we work to reach new heights of performance — and become ever more effective stewards of our people, our planet and our future.



**Thomas A. Kennedy**  
Chairman and Chief Executive Officer

Housing is one of the largest economic drivers in the U.S. economy, and buying a home is one of the most significant investments most people will ever make in their lifetime. As a leader in this core industry, we take pride in our responsibility of bringing the dream of homeownership to individuals and families in communities across the nation and around the world — and we do so with great integrity.

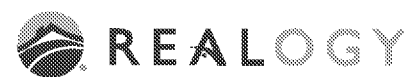
Integrity is at the core of our company culture. We are steadfast in our determination to ensure our business activities are conducted by people who consistently demonstrate the highest ethical standards. We believe good ethics are a key to sustainability in business, and in each of the past six years, Realogy has been recognized as being among the World's Most Ethical Companies.

We recognize and are committed to managing the impact of our operations on the environment in a responsible and sustainable manner. In 2016, across our three largest company locations, we recycled 230 tons of commingled waste that will not end up in landfills now. Among other energy-saving initiatives, we also have reduced the number of physical servers in our data centers by approximately 80 percent.

For our employees, we continue to put wellness programming and initiatives in place that underscore their health is of paramount importance to the company. Our employees have told us that our engaged commitment to wellness has led to numerous cases of early detection for a variety of health conditions, for which we are all thankful.

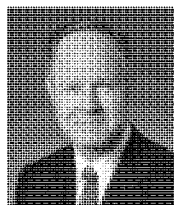
Within our workplace, we quadrupled the number of Employee Resource Groups we offer. These groups are thriving with the support of employee members and executive sponsors who are teaming up to drive diversity initiatives across the company. In the marketplace, we continue to strongly support real estate associations that promote inclusion and understanding of diverse viewpoints.

Through volunteer efforts large and small, Realogy employees and brand-affiliated sales agents help our communities. Last year, Realogy facilitated total philanthropic donations in excess of \$10 million — and more than \$93 million since 2006. We are proud of everything our employees do to assist people who are homeless or in need of shelter, struggling with an illness, living with a disability, or returning home from military duty.



[www.realogy.com](http://www.realogy.com)

"Our commitment to sustainability is evident in all facets of our business. We care deeply about the communities in which we live and work, and our people are helping to provide for a better future through their service to others and the stewardship of our environment."



A handwritten signature in black ink, appearing to read "R. Smith".

**Richard A. Smith**  
Chairman, Chief Executive Officer and President

# Rockwell Automation

[www.rockwellautomation.com/global/about-us/sustainability-ethics/overview.page](http://www.rockwellautomation.com/global/about-us/sustainability-ethics/overview.page)

"Socially responsible and sustainable business practices are embedded in the way we work and behave at Rockwell Automation. For more than 113 years, our customers have relied on us to help them improve their productivity, quality, safety and sustainability."

## 10 Years of Shared Success

Our mission to improve the quality of life by making the world more productive and sustainable starts with us and the actions we take every day.

Over the past 10 years, Rockwell Automation has received the following recognition and achieved:

- Named a member of the Dow Jones Sustainability North America Index **six times**;
- Included on the FTSE4Good Index for more than a decade;
- Named one of Ethisphere Institute's World's Most Ethical Companies® **nine times**; and
- Reduced energy intensity by **23 percent** from our 2008 baseline.

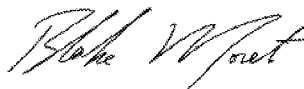
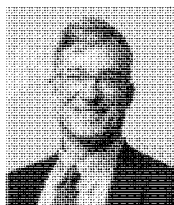
In today's increasingly connected operations, information powers smart, safe and sustainable manufacturers through intelligent devices that self-analyze, perform predictive diagnostics and adapt to changes quickly. Seamless information sharing that spans people, processes and technologies across global and remote operations leads to better collaboration, faster problem-solving and increased productivity.

That is our vision for what we call the Connected Enterprise. With our innovation and expertise, we help our customers take advantage of emerging technologies to get the most value out of their operations. Our technologies and solutions help customers run cleaner, safer and more energy-efficient processes, whether the goal is to bring life-saving medicines to market faster, make clean drinking water more available or improve the quality of your favorite products.

As important as it is to invest in the next breakthrough innovation, it is equally important to us to invest in developing our current and future workforce. For the future workforce, we contribute thousands of volunteer hours and millions of dollars to the success of FIRST (For Inspiration and Recognition of Science and Technology) and other STEM (science, technology, engineering and math) programs.

Our mission to improve the quality of life by making the world more productive and sustainable starts with us and the actions we take every day. Leading indices and organizations continued to recognize us in 2016 as a sustainability leader. The Dow Jones Sustainability North America Index named us a member for the sixth time. We were included on the FTSE4Good Index, a recognition that we have earned for more than a decade. The 2016 *Newsweek* Green Rankings, one of the world's most recognized assessments of corporate environmental performance, ranked us among the Top Green Companies in the United States. For the ninth time, we were named one of Ethisphere Institute's World's Most Ethical Companies®. Employees want to know that the work that they do is impactful and appreciated. They will have the tools and training to succeed. One of the ways we know we're doing the right things is our recent selection as a 2017 Catalyst Award winner. The Catalyst Award honors innovative organizational approaches with proven, measureable results that address the recruitment, development and advancement of women.

Socially responsible and sustainable business practices are embedded in the way we work and behave at Rockwell Automation. For more than 113 years, our customers have relied on us to help them improve their productivity, quality, safety and sustainability. Rockwell Automation's long-term sustainability depends on our ability to successfully address the major trends shaping society and the global economy.



**Blake D. Moret**  
President and CEO

During the past decade the interest in sustainable investments has grown and with it so has the demand for comprehensive corporate environmental, social and governance (ESG) data. ESG, sustainability and long-term value creation are no longer just buzzwords but increasingly seen by companies and institutional investors as fundamental to managing financial risk and performance.

Nearly 20 years ago, S&P Dow Jones Indices helped pave the way for market transparency by launching its first sustainability index. Today, our portfolio has grown to more than 150 indices, which measure the performance of companies that have demonstrated superiority in the areas of ESG responsibility and green investing themes, including clean and alternative energy and resource efficiency.

During the past year, we have demonstrated our long-term commitment to meet the increasing needs of the marketplace in a wide range of ways, including:

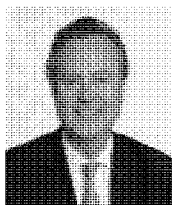
- ◆ S&P Dow Jones Indices acquisition of Trucost, the leading provider of environmental data.
- ◆ S&P Global Ratings introduction of the new Green Evaluation Tool that provides greater transparency to the growing green bond market.
- ◆ Taking the next step to integrate ESG into the credit ratings process by co-developing and signing the United Nations Principles for Responsible Investment Statement on ESG in Credit Ratings.
- ◆ Pledging our support to the Task Force on Climate-Related Financial Disclosures.

At S&P Global, supporting worldwide sustainability is an essential business imperative; beyond increasing market transparency, we see a responsibility to ensure our work makes a genuine impact in our communities.

Last year we repositioned our corporate responsibility (CR) strategy. We believe CR is more than philanthropy; it's about finding shared value through essential connections between our business capabilities and the needs of society. Our CR strategy focuses on three areas in which our skills can make a real difference: bridging the science, technology, engineering and math (STEM) skills gap; promoting sustainability; and helping women entrepreneurs grow.

Our employees are essential to achieving success. They have formed local Corporate Responsibility and Green Teams and volunteered more than 42,270 hours during our annual Community Impact Month. The Board of Directors and management team are proud of our employees' contributions to promoting economic growth and thriving, sustainable communities.

The past decade has been a period of dynamic growth with new, exciting opportunities to build a more sustainable world. We look forward to continuing this progress throughout the rest of the decade and beyond.



**Douglas L. Peterson**  
President and Chief Executive Officer

# S&P Global

[www.spglobal.com/corporate-responsibility](http://www.spglobal.com/corporate-responsibility)

"At S&P Global, supporting worldwide sustainability is an essential business imperative; beyond increasing market transparency, we see a responsibility to ensure our work makes a genuine impact in our communities."



www.sap.com

"Our goal is to bring together technology and purpose-driven leadership to find new ways to solve the world's most pressing challenges. To all of you, please be our partner in this journey."

SAP's vision is to help the world run better and improve people's lives.

In service to this enduring purpose, we have committed our people and products to address the world's biggest economic, environmental and societal issues. The United Nations has defined 17 Sustainable Development Goals (SDGs) to transform the world's economy, society and environment. These goals are a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity.

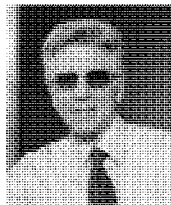
SAP technologies have enabled many of our 300,000 customers in 190 countries to make a significant impact in areas such as chronic disease prevention, humanitarian relief and energy efficiency. Examples of our impact include supporting the American Society of Oncologists' efforts to provide individual therapy for 14 million cancer patients; improving the safety of 3 million residents in Buenos Aires; and 3.5 million Alliander energy customers in the Netherlands enjoying improved service while reducing energy cost by up to 20 percent.

For our own operations, we stay committed to our ambitious target to reduce our carbon emissions to the levels of 2000 by 2020 and continue to operate on 100 percent green energy.

SAP has more than 82,000 employees from all walks of life. We know creating a healthy, diverse and inclusive culture makes us a better company, fueling our innovation and enabling us to succeed in a rapidly changing world. SAP has led the Dow Jones Sustainability Index in the software sector for the 10th consecutive year, and we are continually voted one of the best places to work.

- ⊗ We are the first multinational technology company to achieve the global Economic Dividends for Gender Equality (EDGE) certification.
- ⊗ Our "Autism at Work" program has received international recognition.
- ⊗ We have been recognized for our comprehensive health programs for employees.
- ⊗ Our board has specific goals to place more women in leadership positions.
- ⊗ Our employees donate more than 250,000 volunteer hours annually.
- ⊗ 92 percent of our employees believe it is important for SAP to pursue sustainability.

Technology and data can unlock answers to the questions we collectively face, today and increasingly in the future. Our goal is to bring together technology and purpose-driven leadership to find new ways to solve the world's most pressing challenges. To all of you, please be our partner in this journey.



**Bill McDermott**  
CEO

For more than 40 years, SAS has been making a significant worldwide impact through systemic sustainability practices — using its analytics to enhance and contribute to both local and global communities. Whether it's supporting employees with a rewarding workplace or using data to tackle critical humanitarian needs, SAS' focus on corporate social responsibility has never wavered.

That dedication involves planet preservation. Over the past decade, SAS has made huge strides to minimize its environmental impact, including improving energy efficiency by 28 percent in our office buildings; diverting more than 50 percent of waste from landfills; and generating more than 3.7 million kilowatt-hours of clean renewable energy annually from our nine solar installations.

We are also demonstrating our corporate social responsibility through our data for good efforts. We know that analytics can make a difference in the world, and we are using our software, knowledge and expertise to do just that. Whether it's to help fight cancer, prevent child abuse or save endangered species, SAS is actively changing lives.

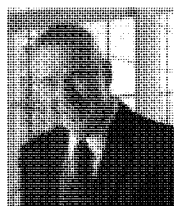
For our greatest resource — our employees — we continue to set international standards for building a workplace that helps them balance career and personal life. The concept is simple: Happy people work hard to make our customers — and in turn, our business — successful.

Beyond the SAS workforce, the need for knowledge and technology proficiency is evolving. Demand for advanced science, technology, engineering and math (STEM) expertise is outpacing available talent, which is why education remains our primary philanthropic initiative. In fact, a 2016 study from Money and PayScale called SAS® proficiency the most valuable career skill. By collaborating with colleges and universities worldwide, and also offering free and low-cost SAS software and training, we provide students with relevant tools and resources to tackle today's increasing analytic skills gap.

We're reaching younger learners through SAS® Curriculum Pathways®, free K–12 digital resources used by more than 2 million teachers and students.

We have expanded our community affairs program to strengthen our focus on literacy. With two-thirds of U.S. third graders lacking reading proficiency, leaders must advocate for policies to help support literacy initiatives. In 2016, I personally led a Business Roundtable task force to produce this crucial guidance.

With four decades of growth, we have much to celebrate. Our analytics make it easier to quickly tackle big challenges while using data for the greater good. SAS not only drives change, but we also collaborate to discover innovative ways to sustainably live and work.



**Jim Goodnight**  
CEO



[www.sas.com/en\\_us/company-information/corporate-social-responsibility.html](http://www.sas.com/en_us/company-information/corporate-social-responsibility.html)

"Our analytics make it easier to quickly tackle big challenges while using data for the greater good. SAS not only drives change, but we also collaborate to discover innovative ways to sustainably live and work."

## 10 Years of Shared Success

SAS has made impressive accomplishments to reduce environmental impact over the past decade. After breaking the solar energy 1-megawatt barrier for the Southeast United States, SAS now generates more than 3.7 million kilowatt-hours of energy annually with its nine installations. Energy use intensity for office buildings has improved efficiency by 28 percent. New construction and renovations have earned 11 Leadership in Energy and Environmental Design (LEED) certifications. More than 50 electric vehicle charging stations can be used at our headquarters for free. And landfill diversion of operational waste has increased to more than 50 percent.



[www.schnitzersteel.com/  
sustainability\\_report.aspx](http://www.schnitzersteel.com/sustainability_report.aspx)

"Through sustainable practices and our commitment to positively affect the communities in which we operate, we are continuing to pioneer ways in which to further advance sustainability, metals recycling and environmental stewardship."

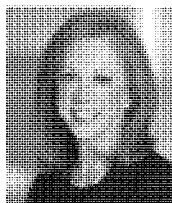
Sustainability is at the core of Schnitzer Steel. Founded in 1906, Schnitzer is one of North America's largest metals recyclers and a manufacturer of finished steel products. Our automotive and metals recycling business recycles metals from end-of-life cars, trucks and appliances and construction demolition and manufacturing scrap metals for reuse by steel mills and other metal producers in new metal production domestically and around the world. Our company's integrated operating platform also includes a steel mill, which produces finished steel products from our recycled metal, conserving natural resources and reducing greenhouse gas emissions.

In 2017, we will publish our third annual Sustainability Report, which includes detailed environmental metrics. Using recycled scrap metal in steel manufacturing saves up to 65 percent in primary energy and reduces water use up to 91 percent as compared with processes using mined iron ore. Additionally, steel manufacturing using scrap metal generates up to 92 percent less waste. At Schnitzer, our recycling research has pioneered such innovations as advanced nonferrous metal recovery technology to increase the amount of metal we divert from the waste stream, stormwater treatment systems to protect waterways and water harvesting technologies that enable us to reuse water in our processes up to six times.

Our employees exemplify our commitment to sustainability in how we conduct our operations and how we work with our customers, suppliers and local communities to realize the benefits of recycling. Our achievements reflect a wide scope of shared successes with our customers and within our communities:

- ⊗ In California, we participated in the recycling of more than 35,000 tons of metal from the iconic San Francisco-Oakland Bay Bridge and Candlestick Park, helping to make what was old new again.
- ⊗ Since 2009, we have supported the Boston Police Department and 15 other local police departments by recycling the metal from more than 8,000 weapons taken off the streets.
- ⊗ Since 2008, Schnitzer has participated in the national Fishing for Energy initiative, a project that has recycled more than 2 million pounds of commercial fishing gear recovered from ocean debris in partnership with the National Oceanic and Atmospheric Administration and the National Fish and Wildlife Foundation.
- ⊗ In 2015 and 2016, Schnitzer was named a World's Most Ethical Company® by the Ethisphere Institute, recognizing our leadership in ethics, compliance and corporate citizenship.

For more than a century, Schnitzer has been creating value from recycling. Through sustainable practices and our commitment to positively affect the communities in which we operate, we are continuing to pioneer ways in which to further advance sustainability, metals recycling and environmental stewardship.



**Tamara L. Lundgren**  
President and Chief Executive Officer

Sempra Energy provides safe, clean and reliable energy to more than 32 million consumers in the United States, Mexico, Chile and Peru. Our energy infrastructure supports the increased use of natural gas and renewable energy throughout the Western Hemisphere.

We are focused on creating long-term value for our shareholders and meeting our commitments to our customers, employees, business partners and local communities in which we operate.

In 2016, we created billions of dollars in economic value while providing many additional benefits.

- ⊗ Energy is essential to the functioning of a stable society. We deliver electricity and natural gas to our customers, with a focus on reliability and safety.
- ⊗ Our investors have confidence that we are operating with excellence, capitalizing on opportunities and managing risks. Our total shareholder return over the past 10 years has been 141 percent.
- ⊗ Our workplace is safe and the work meaningful and engaging for our 16,000 employees.
- ⊗ Our communities value our active participation. Each year, we give thousands of hours of time and donate approximately 1 percent of our pretax income to charitable causes.

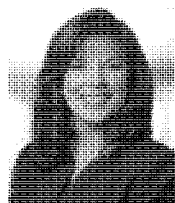
In 2017, we continue to develop natural gas and renewable energy infrastructure. Expanding the export of liquefied natural gas will allow many countries to reduce reliance on higher-emissions energy sources such as fuel oil or coal. And expanding the development of renewable energy in the United States and Latin America means that many people and businesses will begin to reap the benefits of clean energy. The positive environmental impact of these activities, particularly in terms of reduced greenhouse gas emissions, will be significant.

As we address risks, leverage our strengths and seek new opportunities, we must make complex choices. Our core values guide us every day: We act with honesty and integrity; we seek out and listen to those with different perspectives; we create positive relationships; we set and achieve tough goals; and we work to shape the future.



[responsibility.sempra.com](http://responsibility.sempra.com)

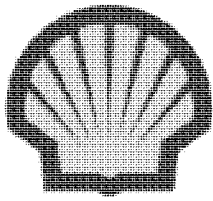
"Exporting liquefied natural gas will allow many countries to reduce their reliance on higher-emissions energy sources such as fuel oil or coal. Expanding renewable energy means that many people and businesses will reap the benefits of clean energy, including reduced greenhouse gas emissions."



A handwritten signature in cursive script that reads "Debra L. Reed".

**Debra L. Reed**  
Chairman and CEO





[www.shell.us/sustainability.html](http://www.shell.us/sustainability.html)

"Such effective collaboration on common challenges doesn't happen overnight. It requires a shared long-term commitment from the parties involved. Technology has been and will continue to be the key enabler to meeting the challenges of the energy industry."

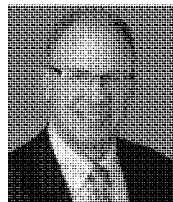
Our world today is exciting, dynamic and fast moving, yet it faces a great challenge: to generate more energy while being more sustainable and producing less carbon dioxide. Through innovation and collaboration, Shell believes we can power progress together and meet this challenge.

For Shell, sustainability means providing essential energy for a growing population in a responsible way. For 40 years, our Shell Scenarios team has developed possible futures to help Shell explore business and market uncertainties and identify new technologies or new areas to consider. The progress in solar, wind, energy storage and digital energy over the past decade has been faster than we expected but cannot currently fulfill the world's energy demand. Biofuels, hydrogen mobility, electric vehicles and carbon capture storage are conceivable energy solutions to help fulfill this gap. Combining our possible futures, new technologies, markets and policies has enabled Shell to pursue new business opportunities in the United States and is an integral part of how Shell explores the future.

To those who think more sustainable energy solutions cannot be achieved, have a look at how our industry came together to improve its safety performance. We have worked together in new and different ways. We showed care for one another and improved the health and reputation of the industry. We learned that a safe business is the foundation for a robust commercial business. We deployed talented people around the world to ensure that we function at the highest levels and that we are responsible neighbors.

Part of being a responsible neighbor is contributing to the well-being of communities wherever we live and operate. One way Shell has continued to share benefits with communities for the past 100 years in the United States is through environmental stewardship. Since 1999 Shell in the United States has partnered with many environmental nongovernmental organizations to protect more than 13 million acres of wetlands, cleaned and removed 600,000 pounds of debris from shoreline, and conserved more than 1.8 million acres of land.

I'm proud of Shell's record, but at the same time, Shell — indeed the whole industry — has more to do in the face of current realities. Innovation isn't something we can take for granted. It won't happen at the scale we need it to unless it's encouraged and instilled in the next generation entering the world's workforce. This future is possible if innovation embraces co-creation, collaborative problem-solving and cultivating next generation ideas.



**Bruce Culpepper**  
President

At Siemens, we supply environmentally sound products and solutions for industrial, commercial, municipal and institutional customers. Our portfolio includes fuel-efficient gas turbines, high-speed electric locomotives, digital grids, wind turbines, optimized drive technologies for manufacturers, building automation and energy-efficient health care equipment.

In the last fiscal year, Siemens' environmental portfolio has enabled our customers and partners around the world to reduce their carbon dioxide emissions by 521 million tons. That's about 10 times the annual amount of carbon dioxide produced in New York City.

We are proud to be one of the world's most sustainable companies, having been recognized in the Dow Jones Sustainability Index (DJSI) each year since the survey was first published in 1999. Last year, Siemens once again was named as a leader in DJSI's "Industrial Conglomerates" group. We received top marks in nine of the 20 DJSI categories, including customer and environmental management as well as corporate citizenship.

With about 50,000 employees spread across all 50 states and Puerto Rico, Siemens stands ready to deliver resource-saving technologies as the United States continues to modernize energy systems, transportation networks, factories, hospitals and cities — guided by a strong commitment to the core principles of sustainability.

In 2015, we launched a bold effort to cut our global greenhouse gas emissions in half by 2020 and to become carbon neutral by 2030 — the first major industrial company to make such a pledge.

To achieve this ambitious goal, we're targeting facilities, vehicles and fuel. We're making our buildings and factories more energy efficient while simultaneously increasing the use of distributed energy systems. We're expanding the deployment of low-emission vehicles and e-mobility concepts in our worldwide car fleet. And we're moving toward a clean energy mix by increasingly acquiring electricity from sources that emit little or no carbon dioxide — such as wind power and hydroelectric power.

These efforts are already yielding results. Siemens has reduced operative carbon emissions by 20 percent since fiscal year 2014 — from 2.2 million to 1.7 million tons.

With this initiative, we want to demonstrate that using low-carbon technologies isn't just good for the environment — it's also good for business. By 2020, for instance, we expect that our \$110 million investment in energy efficiency programs will set the stage for \$20 million in annual energy savings thereafter.

Our goal to become carbon neutral is an extension of the work we do every day to deliver sustainable technologies for our customers — balancing people, planet and profit.

**SIEMENS**  
*Ingenuity for Life*

[www.siemens.com/sustainability](http://www.siemens.com/sustainability)

*"Our goal to become carbon neutral is an extension of the work we do every day to deliver sustainable technologies for our customers — balancing people, planet and profit."*



**Lisa Davis**  
CEO Global Energy  
Member of the Managing Board

"We believe that it is our duty not only to foster long-term success for our business but also to help preserve the natural and human resources that will benefit our clients and partners, our employees, and our local communities long into the future."

SIRVA delivers customized relocation and moving solutions that satisfy the needs of companies and their people in the highest quality and most efficient way. Offering an extensive portfolio of services across 170 countries, SIRVA provides end-to-end solutions and an enhanced mobility experience. As a company with an expansive international footprint, we have prioritized building our global network in a way that is not only beneficial for our customers but also sustainable for the environment and socially impactful for the communities where we live and work.

We hold ourselves to high environmental and social standards, and we endeavor to integrate sustainability practices into every step of our process. This focus is incorporated into our vendor selection process so that we can select suppliers that align with our philosophy and mission. We believe that it is our duty not only to foster long-term success for our business but also to help preserve the natural and human resources that will benefit our clients and partners, our employees, and our local communities long into the future.

Given our global scale, we are able to enact real change by undertaking sustainability and charitable initiatives across every level of the organization:

#### **Corporate**

- ⊗ Initiative to develop an in-cab software solution will improve fleet efficiency and reduce paper consumption across our network of more than 2,500 drivers.

#### **SIRVA Van Lines**

- ⊗ Partnership with Salvation Army increased donations by more than \$235,000 in 2016.
- ⊗ Partnership with Move for Hunger has resulted in more than 2 million pounds of food being donated since the partnership began in 2011.
- ⊗ Additional partnerships include the Gary Sinise Foundation, Habitat for Humanity ReStores and the United Services Organization.

#### **Employee Driven**

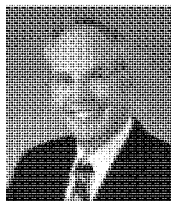
- ⊗ "SIRVA in Action" community initiatives focused on improving social well-being and quality of life across the 170 local communities we operate in through grassroots employee engagement and monetary donations.

#### **Suppliers**

- ⊗ SIRVA suppliers participate in local charities, such as the Second Harvest Food Bank of Orange County, which distributes food to more than 200,000 hungry people each month.

I am extremely proud of the stewardship, caring and passion demonstrated by the SIRVA family in these and other initiatives. Their selfless desire to better our communities demonstrates the true meaning of corporate citizenship. Efforts like these are an important part of SIRVA's mission to deliver value to our clients, their people and the communities we serve.

While we are heartened by our sustainability achievements, there is always more we can do and greater progress to be made. We will continue to engage in long-term sustainability and social initiatives as a global leader not only in relocation and moving solutions but also in environmental sustainability and social responsibility.



A stylized, handwritten signature in dark ink, appearing to read 'Wes W. Lucas'.

**Wes W. Lucas**  
President and Chief Executive Officer

In 1927, Georgia Power Company President Preston Arkwright wrote: "When and where we go ... our first act on arrival constitutes a declaration that we have selected that particular place in which to become a citizen. Not just for an hour, not just for a day, but always." Ninety years later, this commitment to being a "Citizen Wherever We Serve" remains the cornerstone of Southern Company's customer-focused business model.

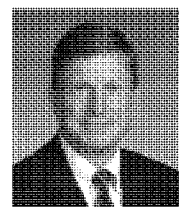
We honor this past by building the future. The energy industry is experiencing transformational change. New technologies are enabling it, customers are requiring it and we intend to deliver it. Our 32,000 system employees do more than keep the lights on. We create jobs, grow the economy and sustain the communities we are privileged to serve.

Over the past decade, Southern Company has also experienced transformational change. We now own 11 regulated utilities serving 9 million customers in nine states; a growing competitive generation business in 11 states; natural gas storage facilities; mobile communications and fiber optics businesses; and a premier provider of distributed generation, energy efficiency and utility infrastructure solutions. We have diversified our portfolio with significant investments in clean coal, natural gas, new nuclear and energy efficiency while also adding more than 7,500 megawatts of renewables.

This all-of-the-above approach is an important engine for economic growth. For example, our nuclear expansion project at Plant Vogtle — the first new nuclear units to be built in the United States in 30 years — is the largest job-creating project in Georgia, employing 5,000 people at peak construction. When completed, the project will help provide clean, safe, reliable and affordable energy to the state's nearly 1.5 million new residents.

Southern Company is committed to delivering shared success across the many communities we serve because our system's customers and employees are inextricably woven into the fabric of those same communities. Last year, we contributed more than \$45 million in charitable giving and 200,000 hours of community service. Additionally, over the past decade, we have invested \$18.2 million to restore and enhance more than 1.5 million acres of critical habitat.

My message, and our mission, is simple. Americans are thirsting for hope — for a way to play offense in an often difficult and discouraging world. At Southern Company, we are delivering real solutions today to tackle the challenges of tomorrow — because our customers and communities depend on us, and we are uniquely positioned to deliver for them.



*Thomas A. Fanning*

**Thomas A. Fanning**  
Chairman, President and CEO



[www.southerncompany.com](http://www.southerncompany.com)

"The energy industry is experiencing transformational change. New technologies are enabling it, customers are requiring it and we intend to deliver it. Our 32,000 system employees do more than keep the lights on. We create jobs, grow the economy and sustain the communities we are privileged to serve."

"At Stanley Black & Decker, we make products and provide solutions that empower the people and organizations who make the world better, stronger and safer. We applaud their efforts and commitment to improving their communities and the world we live in, one effort at a time."

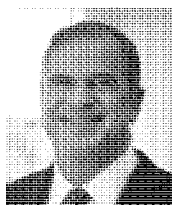
For nearly 175 years, our organization has been dedicated to "Delivering Shared Success." As the world's number one tools and storage company, the second largest commercial electronic security company, and a leading provider of engineered fastening systems, we recognize that business has a broader, more integral role to play in society.

At Stanley Black & Decker, we make products and provide solutions that empower the people and organizations who make the world better, stronger and safer. We applaud their efforts and commitment to improving their communities and the world we live in, one effort at a time.

We challenge our teams to advance sustainable product development, manufacturing and environmental excellence, while also ensuring that we actively support the communities where our employees live, work, and manufacture and distribute products.

- ⊗ ECOSMART™ is our name for sustainability and encompasses our long-standing commitment to our people, our products and the environment. We measure safety across our global workforce of 50,000-plus employees and have decreased our recordable and lost-time incidents to world-class rates of 0.70 and 0.18, respectively. Our environmental and product impact reduction efforts have placed us on the Dow Jones Sustainability Index for six consecutive years and the CDP Climate A list for four consecutive years.
- ⊗ Our "make where we sell" manufacturing strategy improves logistics and distribution, as well as environmental impact. With this localization approach, Stanley Black & Decker has increased its U.S. tools manufacturing jobs by 40 percent over the past three years. The company has manufactured in the United States since its founding in 1843 and operates close to 30 plants across the United States today. And we hire more than 100 U.S. veterans every year.
- ⊗ Through our partnership with ToolBank USA, we have increased the value of tools loaned from their Disaster Services truck by 55 percent since 2015. Through this effort, we assisted more than 190,000 volunteers in recovery and rebuilding efforts across the country. We also completed more than 40 home builds for families in our communities.
- ⊗ Science, technology, engineering and math (STEM) and technical education is also a key component of our commitment to giving back. Last year alone, we provided STEM education and programming for an estimated 78,000 students; worked with more than 2,500 teachers who participated in training for math, engineering and technology literacy; and supported more than 20,000 students in after-school and summer STEM-related activities.

Our employees and leadership team understand that our success is based on the shared success of the nations, governments and societies where we do business. Operating with the collective good in mind is how we operate every day at Stanley Black & Decker.



A handwritten signature in dark ink, appearing to read "Jim Loree".

**Jim Loree**  
President & Chief Executive Officer

Starr Companies is a leading insurance and investment organization with a presence on five continents. Through its operating insurance companies, Starr provides property, casualty, and accident and health insurance products as well as a range of specialty coverages including aviation, marine, energy, construction, cyber, political risk and excess casualty insurance.

As one of the insurance industry's fastest growing companies, our commitment to sustainability starts with the products and services we provide, which help our clients create, sustain and grow in an ever-changing world of risk.

Our insurance programs for environmental contractors offer various safety training programs, including hazard communication, occupational safety and health, noise and air monitoring, and ergonomic assessments. These services help our environmental contractor clients improve their own operations, which in turn helps their clients stay greener, cleaner and more sustainable.

In addition, much of Starr's business property insurance is written on broker manuscript forms in which Starr agrees to an endorsement that enables owners of damaged or destroyed buildings to rebuild them subject to Leadership in Energy and Environmental Design (LEED) standards. Starr is actively engaged through a department of our insurance organization in the pursuit of insurance clients who are engaged in the distribution and production of "green" and renewable energy; Starr seeks to market new products that are uniquely designed to address the specific risk management needs of this evolving industry.

As Starr continues to grow rapidly, our long-range planning is done with sustainability in mind, such as our initiatives to conserve energy and reduce waste. Our headquarters at 399 Park Avenue in New York City is on track to become ENERGY STAR® certified this year. Starr's New York offices annually recycle several tons of paper with our Shred-IT program, and efforts are under way to broaden this program to all Starr offices around the world.

Our New York offices are replacing all MR16 bulbs with LED bulbs, resulting in a savings of 24 watts per fixture and more than 20,000 kilowatt-hours per year. We soon expect to replace our fluorescent tube lighting with LED bulbs. We strive to build our new offices sustainably as well. Our Los Angeles location, for example, features floor tiles and countertops made from 100 percent recycled materials, hardwood flooring made from bamboo, and furniture built out of recycled materials.

Finally, we have converted a number of our corporate fleet of almost 80 vehicles to more energy-efficient hybrid models.

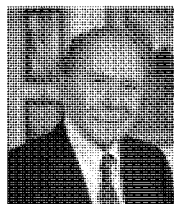
Ours is a business of great challenges and opportunities. And as we build upon a success story started in 1919, we are making sure that the progress we make today will serve the generations of tomorrow.

To learn more about Starr Companies, please visit [www.starrcompanies.com](http://www.starrcompanies.com).



[www.starrcompanies.com](http://www.starrcompanies.com)

*"As one of the insurance industry's fastest growing companies, our commitment to sustainability starts with the products and services we provide, which help our clients create, sustain and grow in an ever-changing world of risk."*



**Maurice R. Greenberg**  
Chairman and CEO



www.statefarm.com

"As a company consistently invested in taking action to help, we want to spark a movement that empowers others to take action in their communities, creating positive, sustainable and measureable societal impact."

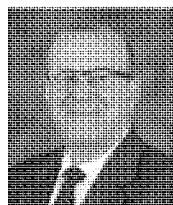
At State Farm, we believe people and communities are the keys to our shared future. That's why we are committed to building safer, stronger and better-educated communities.

From seatbelts and airbags to teen driver safety and distracted driving, State Farm has been at the forefront of the many changes in the auto and transportation industries since 1922. Today, the future of mobility is evolving fast, creating opportunities, and changing the way we live and work. Through our current relationship with the University of Michigan Mobility Transformation Center, we have early access to research to evaluate the effectiveness and safety of connected and automated vehicles. We are driven to better understand the risks of this technology so we can best serve our customers and lead our industry through this changing landscape.

Guided daily by our mission to help people, we have a long-standing history of giving back to our communities. For so many State Farm associates, this is more than just our line of work; it's our life's work. Many of our philanthropic efforts focus on education as a driver of economic development. We see it as our responsibility to help create opportunity and hope for tomorrow's leaders, workers and consumers. As a company consistently invested in taking action to help, we want to spark a movement that empowers others to take action in their communities, creating positive, sustainable and measureable societal impact.

Being a good neighbor means we take seriously our responsibility to reduce our impact on the environment. Our large facilities have a combined ENERGY STAR® score of 88 (out of 100). Our new leased facilities in Texas, Phoenix and Atlanta meet Leadership in Energy and Environmental Design (LEED) standards and are intentionally located to connect employees with a number of public transportation options. We also sponsor an enterprisewide commuter vanpool program that averages 1,000 to 1,300 commuters daily. In Bloomington, IL, we offer employee shuttles between our corporate facilities that equate to more than 400,000 employee trips annually. We continuously look for ways to maintain the vibrancy of our communities through our commitment to the environment.

For 95 years, customers have chosen State Farm to help them manage the risks of everyday life, recover from the unexpected and realize their dreams. We continue to live our values to help sustain our communities and our society for future generations.



**Michael Tipsord**

Chairman, President and Chief Executive Officer

Steelcase has been in business for more than 100 years, creating places that unlock human promise for the world's leading organizations. But what motivates our company and clients isn't our products and what they can do — we're motivated by people and what we can do together.

Actions form the foundation of culture, and we believe building a strong, sustainable business depends on getting culture right. We're committed to unlocking human promise by moving from words to action and pursuing sustainability initiatives built on inclusion.

Last spring we made an intentional decision to relocate our leadership team from the fourth floor of our global headquarters to the ground floor of our learning + innovation center. This move signals presence and accessibility, fostering empathy and building organic connections within the leadership team and with our employees and customers — something we couldn't do from our former location. These connections help people learn cultural norms and gain a strong sense of community and alignment. When people feel included in shaping who we are as a company, they're more likely to suggest ideas and see those ideas through. This fuels innovation and drives value for stakeholders.

As a manufacturing company, we're always looking for new ways to demonstrate inclusivity. Sustaining our company requires we understand our role in creating jobs and ensuring the safety of everyone in our organization. That's why, in addition to many other well-being initiatives, we're proud to have made a significant investment to build a 1,200-person tornado shelter in our Athens, AL, factory, for example. By prioritizing people and acting in a spirit of inclusion, this was an easy decision.

This value also extends to our local and global communities. Our employees have logged more than 38,000 volunteer hours companywide — more than triple our previous year. Through innovative social partnerships with global organizations, such as Teach for India, we donated hundreds of Polyvision whiteboards to benefit children in underresourced schools in India.

In addition to our corporate and social investments, Steelcase remains committed to actions that protect the environment. Many of our environmental initiatives began with passionate employees who saw opportunities to make a difference. A few examples include: strengthening our 100 percent renewable energy portfolio, expanding our end-of-use services and diverting tons of furniture from landfills, and reducing water use and waste even as global production expanded.

We aspire to create a culture where ideas come from everywhere and innovation is everyone's job. Because at Steelcase, sustainability begins with inclusion — inclusion that empowers people to imagine, to take risks, and to pursue initiatives that drive growth and increase our resilience.

For more on these stories and other examples of inclusion at work in our company, please visit <http://csr.steelcase.com>.

# Steelcase®

<http://csr.steelcase.com>

"We aspire to create a culture where ideas come from everywhere and innovation is everyone's job. Because at Steelcase, sustainability begins with inclusion — inclusion that empowers people to imagine, to take risks, and to pursue initiatives that drive growth and increase our resilience."



A stylized, handwritten signature of Jim Keane in dark ink.

**Jim Keane**  
President & CEO



build  
smart

SUFFOLK

www.suffolk.com

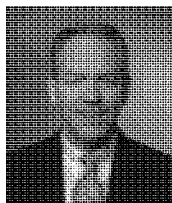
"Our people and technologies drive us toward becoming a greener and more efficient organization."

We have established a strong corporate culture at Suffolk that emphasizes innovation and forward progress. As part of our "build smart" promise, we embrace new tools, practices, ideas and ways of thinking, and our people are inquisitive, thought provoking and open minded.

Our people and technologies drive us toward becoming a greener and more efficient organization. We leverage state-of-the-art collaboration and knowledge management tools, virtual design and construction models, lean construction principles, and creative uses of mobile technologies to streamline operations, minimize waste and help our clients achieve their green building goals. As a result, over the past 10 years we have successfully delivered hundreds of building projects that are certified or registered for LEED (Leadership in Energy and Environmental Design) certification — the world's foremost instrument for the design, construction, operations and maintenance of green buildings.

This year we have begun the renovation and expansion of our own corporate headquarters. We are pursuing LEED certification ourselves, and with that, we are targeting many goals that will not only help reduce our carbon footprint but also improve the health and wellness of our nearly 1,000 locally based employees. Our new headquarters will reduce water use by at least 30 percent; reduce energy consumption by at least 25 percent; prioritize the use of recycled, regional, rapidly renewable and Forest Stewardship Council-certified building materials; and emphasize indoor air quality, thermal comfort and daylighting for our building occupants. We feel confident that our new headquarters will stand as a testament to our "build smart" approach to building, particularly as it relates to sustainability.

At Suffolk, we continue to foster a corporate culture that embraces innovation and environmentally sustainable practices. This is helping us to attract and retain top talent, strengthen our brand, and ultimately achieve our sustainability goals as an organization. We are confident this approach leaves us strategically positioned to provide optimal value to both our business and our environment.



A handwritten signature in dark ink, appearing to read "John F. Fish".

**John F. Fish**

Chairman and Chief Executive Officer

A pioneer of clean air and ride performance products, Tenneco serves the world's leading original equipment manufacturers who build cars, light trucks and commercial equipment. As we mark the 10th anniversary of this Business Roundtable Sustainability Report, it is appropriate to reflect on some of the progress made in meeting society's need for cleaner air.

Enabling healthier lives is a key part of Tenneco's mission, which is supported every day by the thousands of team members working at our eight Clean Air technology centers around the world. From these innovation centers come the technologies and products that help manufacturers meet increasingly stringent emissions regulations around the world, which results in cleaner air for everyone to breathe.

For passenger cars and light trucks powered by gasoline engines, our emissions control systems reduce criteria pollutants such as nonmethane organic gases and nitrogen oxides and the number and size of particles to regulated levels. The latest example of Tenneco's innovative technology is our new CleanEGR™ system, which recirculates a portion of an engine's exhaust into the air intake stream to simultaneously reduce emissions and provide fuel savings.

Similarly, regulations for heavy-duty diesel engines have also grown more stringent over the past decade in the United States, Europe, China and India. Tenneco's technologies such as diesel particulate filters, diesel oxidation catalysts and selective catalytic reduction aftertreatment systems have significantly reduced harmful pollutants from on-road trucks as well as off-road equipment used in construction, mining and agriculture.

According to the International Council on Clean Transportation, the implementation of current emissions standards for light and heavy-duty vehicles could reduce health impacts in G20 countries by a further two-thirds and avoid 60,000 premature deaths in urban areas alone annually by 2030.

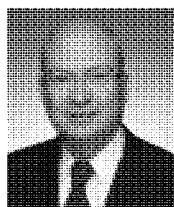
In addition to the products we supply, sustainable practices are central to how Tenneco operates. In 2016, we established a new goal to reduce by 2020 greenhouse gas intensity in our manufacturing operations by 50 percent compared to our baseline levels of 2008, further demonstrating our ongoing commitment to responsible growth.

Sustainability is a key part of Tenneco's global mission and business strategy, both of which are regularly communicated and reinforced with our 31,000 team members around the world. At Tenneco, we take pride in knowing that the products we supply and our commitment to responsible manufacturing creates not only value for our customers and growth for us but also an important and shared benefit for society.



[www.tenneco.com](http://www.tenneco.com)

"Enabling healthier lives is a key part of Tenneco's mission, which is supported every day by the thousands of team members working at our eight Clean Air technology centers around the world. From these innovation centers come the technologies and products that help manufacturers meet increasingly stringent emissions regulations around the world, which results in cleaner air for everyone to breathe."



A handwritten signature in dark ink, appearing to read "Gregg Sherrill".

**Gregg Sherrill**  
Chairman and CEO



[www.ti.com/citizenship](http://www.ti.com/citizenship)

"As global demand for electricity continues to grow, we are redefining power management with high-voltage breakthroughs like gallium nitride, which reduces power loss during transmission and conversion."

At Texas Instruments, we design and manufacture analog and digital semiconductors that make a world of difference in things you touch every day. With 30,000 employees working in 35 countries around the globe, we have a long legacy of high ethical standards, respect for people, and commitment to having a positive social and environmental impact around the world.

Tiers are the best and brightest, and they live out our core values of integrity, innovation and commitment each day. From the engineers in our R&D labs to those who design and sell our products to the technicians who manufacture them, our people are continually working to imagine and create technologies that move our world forward.

#### **Product Breakthroughs**

As global demand for electricity continues to grow, we are redefining power management with high-voltage breakthroughs like gallium nitride, which reduces power loss during transmission and conversion. GaN is a super-fast semiconductor material that allows electrons to move more freely than they can through silicon, which has been the fundamental building block of electronics for generations.

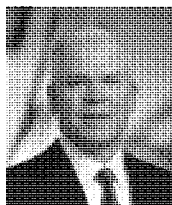
Our technologies also expand options for renewable energy and make energy-saving improvements in motor and lighting applications, resulting in a steady rise in power efficiency, cost savings and reductions in greenhouse gas emissions. For example, our real-time microcontrollers and InstaSPIN™ technology can help motors achieve an 80 percent reduction in electricity costs. Our advanced light control technology lets farmers identify the peak ripeness of fruits, and our low-power microcontrollers are used in self-powered fire detection systems that can be dropped in a forest and have enough battery life for more than two decades of sensing.

#### **Making an Impact**

We started publishing a Corporate Citizenship Report in 2005. Reflecting on the progress we've made during that time, we have:

- ⊗ Invested more than \$17.1 billion in R&D;
- ⊗ Secured more than 13,000 new patents;
- ⊗ Made remarkable gains in manufacturing efficiencies, transitioning some production from 200-millimeter to 300-millimeter wafer technology; and
- ⊗ Conserved 7.7 billion gallons of water and 11.1 million million British Thermal Units of energy.

We also believe in investing heavily in the future of engineering. In the last five years, we've given \$200 million to advance education (kindergarten through university), with an emphasis on students who are underrepresented in science, technology, engineering and math (STEM) fields. Tiers have also donated countless hours to help mentor tomorrow's innovators. We are committed to igniting the spark of STEM learning and equipping the next generation of world changers.



**Richard K. Templeton**  
Chairman, President and CEO

Sustainable practices mean good business. They mean healthier communities, vibrant populations and thriving industry. As a leading owner, developer and operator of first-class real estate around the world, Tishman Speyer is deeply committed to implementing sustainability measures across our portfolio and setting new standards in efficiency wherever we have a footprint. With more than 84 million square feet across 30 markets, we are dedicated to sharing our knowledge and success as we continue to innovate and pioneer environmentally conscious practices.

As of late 2016, Tishman Speyer had achieved **almost 60 million square feet of sustainable certifications** (Leadership in Energy and Environmental Design [LEED]/BRE Environmental Assessment Method/High Quality Environmental), representing a ninefold cumulative increase over 10 years.

### A Proactive Approach

In our role as custodians of the past and pioneers of the future, Tishman Speyer has adopted a proactive approach to our sustainability commitments. In doing so, we focused on specific initiatives through 2016:

- ⊗ **Retrocommissioning iconic assets** to improve performance and safeguard them for future generations, including New York City's Rockefeller Center and Chrysler Center and Chicago's The Franklin;
- ⊗ **Prioritizing data-driven measures** by rolling out our automated, real-time and comprehensive online tracking platform for water, waste and energy in order to increase efficiency and accurate reporting for property managers;
- ⊗ **Communicating our commitment** across business lines, emphasizing the importance of these measures to our investors, tenants, managers and development professionals;
- ⊗ **Expanding certifications and training** with 115 LEED-certified employees and more than 75 percent of our global portfolio's certifications achieving Gold or Platinum; and
- ⊗ **Defining a clear ESG policy**, found on the Tishman Speyer website and setting out our environmental commitment, standards, practices and goals.

### Leading the Industry Forward

Tishman Speyer is proud to lead our industry by setting environmental standards through cutting-edge technology and superior operations. As active participants with a number of industry associations — the U.S. Green Building Council, the Real Estate Board of New York, the Building Owners and Managers Association, and the Urban Land Institute Sustainable Building Council — Tishman Speyer aims to share our best practices and learn from the successes of our peers. Other community initiatives to build awareness include our nationwide Daylight Hour, Energy Conservation Days, Earth Day and Volunteer Day.

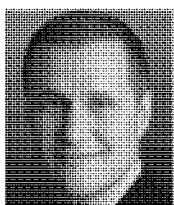
We at Tishman Speyer look forward to building on a legacy of environmentally conscious leadership, continuing to find innovative efficiency solutions and grow our sustainably minded communities around the world.



TISHMAN SPEYER

[Tishmanspeyer.com/sustainability](http://Tishmanspeyer.com/sustainability)

"Tishman Speyer is deeply committed to implementing sustainability measures across our portfolio and setting new standards in efficiency wherever we have a footprint."



**Rob Speyer**  
President & Chief Executive Officer

“Our assets traverse thousands of miles and will be in place for decades to come. We truly become part of the communities by listening to local input and responding to concerns. Ultimately, they have to be comfortable with us and what we can offer: affordable energy, job opportunities and economic benefits.”

## 10 Years of Shared Success

In just the first six years of operation, TransCanada's Keystone Pipeline System has had a profound beneficial impact for our company, communities and nations. By building the infrastructure to connect Canadian oil fields with U.S. refineries, both countries benefit from jobs, taxes and energy security. Keystone has employed more than 14,000 people directly and tens of thousands indirectly in addition to paying hundreds of millions in property taxes to states and counties for schools, roads and hospitals for the 11 states and provinces the system crosses.

At TransCanada, we do more than just deliver the energy that millions of people across North America rely on every day. The communities where we operate pipelines and power generation facilities are also home for our 7,100 employees across Canada, the United States and Mexico, and we are committed to making those communities great places to live and work. Nothing is more satisfying than when I hear we have helped make a difference, whether it's through creating jobs, providing support for a social program or having our employees volunteer their time on a worthwhile cause.

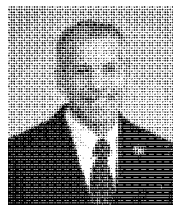
In 2016, our company had a transformational year as we welcomed our colleagues from the newly acquired Columbia Pipeline Group and won a number of pipeline projects in Mexico. We are proud of the successes achieved by our business. But it's not just what we do that's important, it's how we do it. We know that long-term success depends on our ability to balance safety, profitability, and social and environmental responsibility. When we get that balance right, the communities where we operate benefit from our presence.

Our assets traverse thousands of miles and will be in place for decades to come. We truly become part of the communities by listening to local input and responding to concerns. Ultimately, they have to be comfortable with us and what we can offer: affordable energy, job opportunities and economic benefits. For example, in 2015, we paid \$162 million in cash taxes and \$517 million in property taxes to communities across North America — taxes that are used to pay for schools, roads, hospitals and more.

Another way we respond to local needs is by investing in causes we've heard will help the community thrive. In 2015, TransCanada directed more than \$14.7 million to more than 1,400 nonprofits across North America. This year, we launched a new program offering 300 scholarships to develop the next generation of community leaders and provide a skilled workforce for our industry by helping youth realize their educational goals.

We also empower our employees to make a difference. Last year, they logged more than 11,000 volunteer hours and donated more than \$2.8 million to local causes they care about like youth outreach, animal shelters, health services, habitat protection and many more.

These are the things that make me proud to work for TransCanada. It tells me we have heart and are truly making our world a better place.



**Russ Girling**  
President and Chief Executive Officer

TSYS' strength has always been our team members and their relationships with the people we serve. As a global payments solutions company with offices and customers around the world, the well-being of our communities and the environment are of critical importance to us. Our 11,500 team members support our People-Centered Payments brand, reputation of integrity and commitment to "doing the right thing" by putting people at the center of every decision they make. We take global citizenship and sustainability very seriously and place them at the forefront of our corporate ideals.



[www.tsys.com](http://www.tsys.com)

"TSYS' strength has always been our team members and their relationships with the people we serve. As a global payments solutions company with offices and customers around the world, the well-being of our communities and the environment are of critical importance to us."

### **Sustainability**

Our business is powered by our data centers in communities around the world — these are the engines that drive TSYS forward. To minimize our impact on the environment, we invest in the latest technologies, adopt cutting-edge infrastructure design and promote best practices in our buildings to fulfil our commitment to reducing our environmental impact. As a result, in 2015 TSYS reduced its electricity usage across North America and the United Kingdom by more than 4 percent while processing 33 percent more payments transactions than in 2012 (our environmental baseline year).

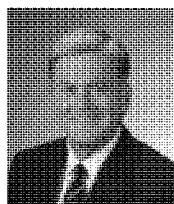
Our sustainability program is also shaped by our team members, who enthusiastically champion and develop innovative ideas for reducing our impact on the environment. From Bike to Work initiatives to massive recycling efforts, our team is committed to leaving their own fingerprints on the environment.

### **Citizenship**

Service to others is more than a philosophy at TSYS; it is our responsibility as a people-centered company. Through corporate community initiatives and volunteer activities, team members everywhere contribute to the well-being and growth of their communities. TSYS donates funds, time, resources and services to charitable, nonprofit and community programs with the intention of "giving back" for the greater common good.

- ⊙ TSYS team members are given 20 hours of paid time away from work each year to volunteer in their communities.
- ⊙ The Heart of TSYS Committee includes representatives from every location to determine the community engagement focus for the year and to make sure we maintain a global perspective.
- ⊙ Our leaders "walk the talk" by serving our communities in a variety of high-profile fundraising activities as well as nonprofit committees.

Global citizenship is a never-ending process and responsibility. As the needs of people and the world change, so will our program. We continually seek new ways to strengthen our efforts to support our brand and business as well as our team, communities and customers.



A handwritten signature in dark ink, appearing to read "M. Woods".

**M. Troy Woods**

Chairman of the Board & Chief Executive Officer



[www.turnerconstruction.com/  
about-us/sustainability](http://www.turnerconstruction.com/about-us/sustainability)

"We have continuously deepened and refined the meaning and practice of sustainability at Turner, making our first, formal commitment to being a more sustainable company in 2004. We continue to seek to make a difference in our communities through what we build and how we build."

The construction industry has a huge impact on the environment. For perspective, every day, nearly 7 million people show up to work on construction projects across the United States. Together, they will complete more than \$1 trillion of construction this year. And the construction industry touches nearly every other industry, serving to shape how and where people live, learn, work and heal. Given this position, we have long recognized that it is not only where and what we build but also how that makes a difference.

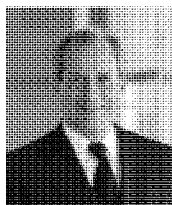
Turner was a founding member of the U.S. Green Building Council in 1993. Our guiding principle was "Green building is good for our clients, good for our communities and the right thing to do." Since then, we have continuously deepened and refined the meaning and practice of sustainability at Turner, making our first, formal commitment to being a more sustainable company — from how we build to how we make business decisions — in 2004. We committed to reduce our carbon emissions, enhance our construction waste recycling effort and share knowledge about the benefits of sustainable construction.

Ten years ago Turner completed \$1.3 billion of green construction projects. Since then, Turner has completed more than \$45 billion of green construction on projects of all building types across all our regions. In this past year alone, we completed an average of \$15 million of work on green projects each and every day. We are delivering buildings for our clients that are energy and water efficient, with healthier environments for occupants, and buildings built with recycled, renewable and locally sourced materials. We are minimizing and recycling construction waste; we have diverted more than 3 million tons of material from landfills since 2005.

As our portfolio has grown, we have consistently been recognized by Engineering News-Record as the leading green builder in the United States.

In the spirit of continuous improvement, we nurture and embrace a culture of environmental awareness and sustainability, and we emphasize the importance of education and training. Ten years ago, our company had 50 employees trained in green building techniques. Today, we have 1,450 Leadership in Energy and Environmental Design (LEED)-Accredited Professionals who are prepared to improve the environmental performance of the buildings we build.

We continue to seek to make a difference in our communities through what we build and how we build.



**Peter Davoren**  
President and Chief Executive Officer

United Technologies is known for creating smart, sustainable technologies for the building and aerospace industries.

As megatrends like urbanization, a growing middle class and commercial aviation growth continue to change the global landscape, we recognize the need for our innovation and sustainability initiatives to address the advancement of our employees and communities and global environment issues.

Globalization, innovation and productivity have been driving forces in a changing world. Over the past 50 years, the global economy has expanded sixfold, while average per-capita income has nearly tripled. In 1981, 42 percent of the world's population lived in poverty — today it's approximately 10 percent.

The benefits of these trends are real, and economies around the world have prospered.

However, these trends also create unique challenges. Technological innovation and process improvement have reduced the number of workers and changed the skill sets required to perform certain jobs.

Across industries, demand is shifting toward more highly skilled, higher paying jobs. Over the next decade, nearly 3.5 million manufacturing jobs will be available — but due to a skills gap, 2 million of those jobs may remain unfilled.

United Technologies is focused on innovation that will enable us to compete successfully in a global economy, create jobs and contribute to society. We believe strongly that achieving this goal starts with education and lifelong learning. While our investments in technology and sustainability are critical, the most important investment we can make is in our people.

Two decades ago, United Technologies recognized the urgent need to educate our workforce for the jobs of tomorrow. In 1996, we launched our Employee Scholar Program, which allows employees to obtain degrees from accredited institutions in any field of study, even if it's not job related.

We wanted to create a program that encouraged employees to develop new skills and take control of their careers.

Today, I'm proud that more than 45,000 of our employees, representing over 60 countries, have earned more than 38,000 degrees through the program.

In total, we've spent more than \$1.2 billion on this program. It's one of our best investments and benefits our company, our employees and our communities. We believe we have a responsibility to provide our employees with the tools and resources to succeed today and tomorrow. The Employee Scholar Program contributes to our success by investing in our employees and improving the way we do business.



**Gregory J. Hayes**  
Chairman and Chief Executive Officer



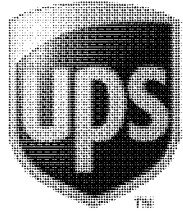
[www.UTC.com/ESP20](http://www.UTC.com/ESP20)

"United Technologies' story is one of long-term sustainable growth and innovation. We view sustainability broadly and consider not only the environment but also our shareowners, customers, employees and communities. We believe we have a responsibility to provide our employees with tools and resources to succeed today and tomorrow."

## 10 Years of Shared Success

Over the past decade, United Technologies invested \$10 billion to develop a new aircraft engine that is a true disruptor in the aviation industry. Pratt & Whitney's Geared Turbofan™ (GTF) engine reduces noise footprint by 75 percent, decreases fuel consumption by 16 percent and delivers a 50 percent reduction in regulated emissions compared to current technology. The reduced fuel consumption alone will reduce carbon dioxide emissions by more than 3,600 metric tons per aircraft every year — the equivalent to taking 3 million cars off the road. The most fuel-efficient and most sustainable engine in its class, the GTF revolutionizes modern flight.





<https://sustainability.ups.com>

"This may sound odd to some, but UPS sees itself as a key part of the solution to urban congestion and pollution."

This may sound odd to some, but UPS sees itself as a key part of the solution to urban congestion and pollution.

For years, UPS has focused on improving the sustainability of our delivery network and especially our vehicles. That included using more renewable diesel fuels, renewable and conventional natural gas, and electric vehicles to reduce pollution and greenhouse gases.

Now, UPS is moving into a new sustainability realm — improving the quality of life in cities by reducing traffic congestion. It makes good business sense too.

More than half of the world's population already lives in cities and urban areas, which will grow by another 2 billion people over the next 30 years. Vehicle gridlock is a problem in many city centers around the globe.

Most urban planners agree that the key to creating livable and walkable "smart cities" is reducing urban residents' need to use personal vehicles. This, planners say, will require better mass transit, ride sharing, bike lanes and walkable streets. I would add one more critical ingredient — reliable e-commerce package and freight delivery for residents and businesses.

Effective supply chains consolidate deliveries and serve as "shared mobility" for packages and freight to reduce vehicle trips. That is what we do best, using a minimum number of fully loaded vehicles to keep commerce moving efficiently.

UPS is partnering with cities to find innovative ways to pick up and deliver packages while minimizing the traffic congestion and pollution. For example, in the city center of Hamburg, Germany, we use electric tricycles to pick up and deliver packages from a stationary trailer, significantly reducing our vehicle presence. We are already testing such an "eTrike" in Portland, OR.

To ensure that residents will rely upon it, package delivery must also be secure and convenient. That's why we are adding to our existing global network of more than 26,000 UPS Access Point locations — utilizing local small businesses where you can pick up your package at your convenience. We are also building parcel locker solutions in convenient city locations for our customers.

In cities of the future, everybody wins when vehicle congestion is reduced and pollution diminished. Our door is open to cities willing to collaborate on fresh ideas to leverage e-commerce and innovation to reduce traffic congestion and improve quality of life.

For UPS, that is delivering shared success.



**David Abney**  
Chairman and CEO

With so much of daily life depending on mobile and broadband networks, the potential for Verizon to create value for shareholders and society gets wider and more exciting every day. Delivering the promise of that digital world is our highest priority.

### **Verizon Innovative Learning**

Uneven access to technology in the United States leaves too many of our youth unprepared for jobs in the knowledge economy while leaving employers without the science, technology, engineering and math (STEM) talent they need.

Verizon's education initiative — Verizon Innovative Learning — is leveling the playing field by bringing free access, free technology and an immersive hands-on technology curriculum to students in underserved schools across America. We have invested more than \$160 million in tech education over the past five years to equip schools with mobile technology, train teachers and engage students in STEM. We've also launched a campaign called #weneedmore to call attention to the millions of students from underserved communities who lack technology and exposure to careers in science and technology fields.

### **Internet of Things Solutions**

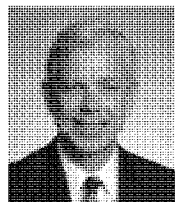
Over the past five years, Verizon has invested \$84 billion in capital to create the superior networks on which the digital economy depends. We lead the industry in next-generation 5G wireless technology, which will handle exponentially more connected devices and speed innovation in the Internet of Things. We have also invested in some 340,000 fiber miles in the United States. Together, these networks comprise a powerful infrastructure for a host of new tools for protecting the environment, making cities more efficient and expanding access to broadband.

For example, a vineyard in drought-troubled California is using Verizon-powered precision agriculture tools, including connected irrigation sensors, to better manage water. Across the country, the city of Boston is using our smart cities solutions to optimize traffic flow, understand road user behaviors and control outdoor lighting.

### **Environmental Stewardship**

We're also reducing our environmental impact. In 2009, we pledged to reduce our carbon intensity by 50 percent by 2020, even as we grew our business. We achieved this goal in 2016. Over the past five years, we have invested almost \$300 million in green energy and vehicles. Going forward, we have pledged to double our renewable energy capacity by implementing an additional 24 megawatts of green energy by 2025.

By addressing key societal challenges, we believe we can grow our business while delivering social, environmental and economic benefits for individual customers and society as a whole.



A handwritten signature in dark ink, reading "Lowell C. McAdam".

**Lowell C. McAdam**  
Chairman and Chief Executive Officer



[www.verizon.com/about/responsibility/](http://www.verizon.com/about/responsibility/)

"With so much of daily life and commerce depending on mobile and broadband networks, the potential for Verizon to create value for shareholders and society gets wider and more exciting every day. Delivering the promise of that digital world is our highest priority."



[visa.com/responsibility](http://visa.com/responsibility)

"As a leader in digital payments, Visa is committed to using our business to foster economic growth and strengthen economies — ultimately improving the lives of people to create a better world."

At Visa, we have a simple and unwavering vision: to be the best way to pay and be paid for everyone, everywhere. As a leader in digital payments, Visa is committed to using our business to foster economic growth and strengthen economies — ultimately improving the lives of people to create a better world.

Through our global efforts, Visa is transforming commerce, expanding access to the formal economy, investing in our people, operating responsibly and sustainably, and strengthening our communities. We are pleased to share highlights of our progress in 2016.

- ⊗ Visa expanded our initiatives to reach the world's financially unbanked and underserved consumers. Complementing our commercial initiatives, we now have 28 philanthropic financial inclusion programs under way in 16 markets, including our U.S. efforts to reach veterans and minority households.
- ⊗ We extended our commitment to invest in our people, including through our global launch of Visa University, an online and physical learning environment to develop our employees.
- ⊗ We remained committed to fostering a diverse and inclusive workplace, including through our 2016 signing of the Equal Pay Pledge toward pay equity.
- ⊗ We measured and worked to reduce our environmental impact, including our global efforts to achieve and maintain Leadership in Energy and Environmental Design (LEED) and other green certifications of our offices and data centers.
- ⊗ We continued to ensure integrity in all facets of our business. Our efforts in 2016 have led us to be named to the World's Most Ethical Companies list for the fifth year in a row.
- ⊗ We extended our dedication to being a leading global provider of financial literacy resources. In 2016, our Practical Money Skills program was available in 42 markets and 17 languages. Since 2008, Visa has reached more than 40 million consumers with financial education.
- ⊗ We helped strengthen our communities through our philanthropic and volunteering initiatives. In 2016, Visa supported charitable organizations in more than 50 countries, responded to humanitarian crises and disasters, and empowered our employees to take part in nearly 700 team volunteer events.

In 2016, Visa published our inaugural Corporate Responsibility Report, in which we shared our commitments and performance across key environmental, social and governance topics relevant to our business. We invite you to review the full report at [visa.com/responsibility](http://visa.com/responsibility).

Finally, we are proud to share that Visa was named to the FTSE4Good Index, joining other global leaders in corporate responsibility with this distinction.

At Visa, we remain committed to creating a better world for everyone, everywhere.



**Al Kelly**  
Chief Executive Officer

## Walgreens Boots Alliance Demonstrates Commitment to the Environment

Our two legacy businesses prior to our merger have long recognized the importance of being sustainable and reducing our impact on the environment. Boots UK created a Combined Heat and Power Plant in Nottingham in 1915 and in 2005 committed to reduce the carbon dioxide emissions of its stores by 30 percent by 2020, on a comparable basis. Walgreens launched the first net zero energy retail store in 2013 in Evanston, IL, and is committed to reducing energy use by 20 percent by 2020 across 100 million square feet of real estate, compared with consumption data from calendar 2010.

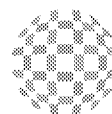
Since our combined company was created in 2015, we have assessed where we could make the greatest impact and have shaped three environmental goals to guide our businesses around energy, waste and deforestation.

Every Walgreens Boots Alliance corporate social responsibility (CSR) goal has been mapped to one or more of the United Nations Sustainable Development Goals. To reduce our energy consumption and emissions as well as costs, we have made investments in engineering solutions such as LED lighting replacements in Boots stores in the United Kingdom (UK). We are also educating our people through an EnergyCare program. Our retail stores in the United States (USA) and UK made their first-ever joint submission to the Carbon Disclosure Project (CDP) in fiscal 2016 and achieved a rating of B.

Additionally, we created a pilot project to send zero waste to landfill at the Walgreens Distribution Center in California. We have also established a continuous dialogue with organizations such as the American Chamber of Commerce's Beyond 34, the Consumer Goods Forum and the Retail Industry Leaders Association.

Furthermore, reducing deforestation is important to us because in our supply chains and businesses we use materials such as wood, paper, palm oil, soy and beef. The production of these items contributes to deforestation and has a major impact on climate change. In fiscal 2016, Boots introduced a new supplier portal to capture data on palm oil and soy use in products, and in the USA, in fiscal 2016, Walgreens modified its paper purchasing by reducing the basis weight of the paper used for its newspaper advertising insert program. At Walgreens Boots Alliance, we take our responsibility to the environment very seriously and so strive to purchase materials from sustainable sources.

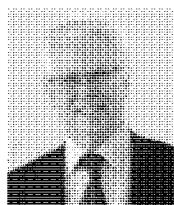
Full details of these activities are published in our [2016 CSR Report](#).



**Walgreens Boots Alliance**

[www.walgreensbootsalliance.com/  
corporate-social-responsibility-report/](http://www.walgreensbootsalliance.com/corporate-social-responsibility-report/)

"Walgreens Boots Alliance is proud to be a corporate social responsibility leader: Every day millions of people rely on our community pharmacies for their health care needs. We operate in a highly ethical part of the market, and clearly we have a moral imperative to be a good corporate citizen not only a commercial one! I believe that employees are more motivated and happier when they know they work for a company that wants to improve the world around us."



**Stefano Pessina**

Executive Vice Chairman and Chief Executive Officer



corporate.walmart.com

"Walmart is the world's largest retailer, and we are committed to being the most trusted, too."

## 10 Years of Shared Success

Walmart provides food, apparel and household products to millions of customers worldwide.

Over the past decade, Walmart has made substantial progress toward three important sustainability goals: creating zero waste, running on 100 percent renewable energy and selling sustainable products. We have also undertaken new journeys to enhance economic opportunity for associates and suppliers and to strengthen our communities.

Today, we view global responsibility in three areas — Opportunity, Sustainability and Community. Our efforts there support our corporate mission: to help people save money and live better.

Walmart is the world's largest retailer, and we are committed to being the most trusted, too.

The hallmark of that trust is delivering affordability and convenience for customers. But we are also focused on building trust through global actions in environmental sustainability and social responsibility, amidst a rapidly evolving retail industry.

Since 2005, Walmart has embarked on ambitious efforts to reshape social and environmental systems that create shared value — for our business and communities. I am proud to say these efforts are working — and we believe more now than ever that the changing retail landscape means that retailers will survive only if their businesses create this shared value.

We set three bold **Sustainability** goals in 2005 and have made substantial progress:

GOAL	STATUS (as of 1/31/16)
Create <b>zero waste</b> .	<b>82 percent</b> of U.S. waste diverted from landfills
Operate with <b>100 percent renewable energy</b> .	<b>25 percent</b> of operations powered by renewable energy
<b>Sell products that sustain</b> resources and the environment.	<b>35.6 million</b> metric tons of greenhouse gasses eliminated from our supply chain, based upon supplier reports

We have achieved much but are poised to do more. We have deepened our aspirations and laid out new targets to propel us forward toward our original goals and new, equally aggressive objectives.

By 2025, we pledge to:

- ⊗ Power half of our energy needs from renewable sources;
- ⊗ Reduce emissions in our own operations by 18 percent;
- ⊗ Achieve zero waste to landfill in the United States, United Kingdom, Japan and Canada in accordance with the guidelines developed by the International Zero Waste Alliance; and
- ⊗ Use 100 percent recyclable packaging in all Walmart U.S. private brand products.

We are also building on our prior \$2.7 billion investment in education, wages and training by aiming to create more **Opportunity** for our associates. By 2025, Walmart U.S. will put millions of associates through focused training programs to equip them with skills to improve career growth, from entry-level positions to jobs with more responsibility and higher pay.

As for **Community**, Walmart and the Walmart Foundation have committed \$25 million to support disaster relief and resiliency efforts globally over five years. Plus, we're on track to provide 4 billion meals to fight hunger by 2020.

Taken together, the initiatives and commitments we've outlined are designed to make good on Walmart's commitment to be the most trusted retailer, not just by delivering affordability and convenience for customers, but with trust-building transparency and actions.



**Doug McMillon**

President and Chief Executive Officer

At Wells Fargo, a long-standing principle is that we are only as strong as the communities where we do business. In 2016, we launched an integrated, companywide corporate social responsibility (CSR) strategy that builds on past successes to make positive, critical differences in our communities. We set ambitious goals in three areas:

**Advancing Diversity and Social Inclusion:** Diversity and inclusion are part of our company's values, and we want everyone — customers, team members, suppliers and communities — to be respected and have access to opportunities to succeed. We have a robust network of 10 Team Member Networks and diversity and inclusion councils at the business, regional and local levels, and we offer a number of leadership, recruiting, training and development programs. We benefit from the creativity and innovation that come from multiple perspectives and allow us to respond quickly and effectively to customer needs.

We've committed to donating \$100 million by 2020 to critical social needs such as developing women and diverse leaders, advancing social inclusion through education, and developing and using diverse suppliers.

**Creating Economic Opportunities:** One of the goals from our 2020 CSR commitment is to deploy \$500 million in grants toward programs focused on strengthening financial self-sufficiency and expanding access to opportunities in underserved communities.

In 2016, we invested \$50 million in our NeighborhoodLIFT program to help make homeownership more affordable, achievable and sustainable. Thanks to LIFT programs, we have invested \$327 million since 2012 to empower more than 12,900 homeowners in 48 communities. We also donated more than 300 homes, totaling more than \$50 million in value, to military veterans in all 50 states.

**Driving Environmental Sustainability:** In 2016, we financed more than \$17.6 billion in renewable energy, clean technology, "green" building construction, sustainable agriculture and other environmentally sustainable businesses. We are focused on making our internal operations more sustainable and efficient, and we are on track to purchase renewable energy to power 100 percent of our operations by the end of 2017 and to transition to long-term agreements to fund new sources of green power by 2020.

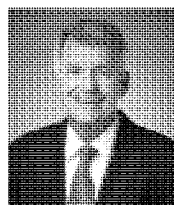
Since 2012, we've increased our energy efficiency by 31 percent and reduced our consumption of water by more than 52 percent. We diverted 55 percent of our waste away from landfills in 2016, and today 21 percent of our total square footage is Leadership in Energy and Environmental Design (LEED) certified.

Our progress results from the hard work of more than 260,000 team members and our commitment to our customers, communities and shareholders. We look forward to many more shared successes as we meet our goals.



[www.wellsfargo.com](http://www.wellsfargo.com)

"Our progress results from the hard work of more than 260,000 team members and our commitment to our customers, communities and shareholders."



A stylized, handwritten signature of Tim Sloan in black ink.

**Tim Sloan**

Chief Executive Officer and President



[www.wesco.com/sustainability](http://www.wesco.com/sustainability)

"WESCO is more than a distributor of products; we are a partner that enables our customers to grow their businesses and minimize environmental impacts through the products we sell and the services we provide."

Sustainability has long been a strategic corporate priority for WESCO. With our rich tradition of incorporating lean concepts in our operations, we strive to use our resources most effectively — reducing waste and inefficiency and building a more sustainable supply chain. As a result of these efforts, we recently met all of our five-year goals in the areas of Waste, Energy, Emissions and Fuel Efficiency. In addition, in 2016 our safety program was recognized by the National Association of Wholesaler-Distributors as best in total recordable and lost-time recordable rates among distributors with \$1 billion or more in revenue. Building on this momentum in 2017, we plan to set even more ambitious goals to ensure that we continue to improve our performance and build a better tomorrow for future generations.

As a supply chain solutions company, we take great pride in what we have been able to accomplish, and we believe that the greatest impact we can make on the environment is to help our customers become more sustainable. Examples of our WESCO products and services include:

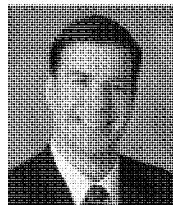
#### Products

- ⊗ **Energy-Efficient Products:** Advances in lighting, motors and other mechanical products that we sell make it affordable to install energy-efficient products.
- ⊗ **Energy Management Solutions:** Our smart building solutions give better visibility into, and control over, energy consumption. These range from simple and cost-effective lighting controls to advanced building automation.
- ⊗ **Renewable Energy Products:** We offer turnkey renewable energy solutions that include solar and micro-turbine wind.
- ⊗ **Sustainable Maintenance, Repair and Operating (MRO) Products:** We have a broad range of sustainable MRO products to support green procurement goals.

#### Value-Added Services

- ⊗ **Aelux:** Our Aelux division provides a full scope of turnkey lighting retrofit services that are tailored to our customers' needs. Our audit-to-proposal software helps customers make more informed decisions about lighting solutions to meet their energy and sustainability goals.
- ⊗ **WESCO Renewables:** We partner with the world's largest manufacturers to provide solar, wind and other renewable energy solutions to our customers. Our experts provide information our customers need to create and cost-justify these solutions.
- ⊗ **Value Creation:** Our value creation experts help our customers enhance productivity, reduce costs, minimize waste and emissions, and boost energy efficiency.

We are proud of the progress we have made and are committed to lean continuous improvement across the value chain, for ourselves and our valued customers.



**John J. Engel**  
Chairman, President and Chief Executive Officer

The backbone of Western & Southern's continued success is our corporate culture. It guides our actions every day. It keeps us focused on the long term, operating with the highest level of respect, integrity and ethics and constantly searching for innovative strategies and solutions.

These culture principles extend to our sustainability efforts, which have been gaining momentum in the past several years.

Our Queen City Square development, completed in 2011 and featuring the 665-foot-tall, 41-story Great American Tower in Cincinnati, is a shining example of our commitment to sustainability. Queen City Square, a Leadership in Energy and Environmental Design (LEED) Gold-certified building, received the U.S. Environmental Protection Agency's ENERGY STAR® designation for five years in a row. Queen City Square was also named the 2014–15 Cincinnati-area winner of The Outstanding Building of the Year (TOBY®) Award from the Building Owners and Managers Association in recognition of its sustainability and recycling practices.

Our Facilities Services department promotes sustainability by continually updating equipment and implementing practices to conserve energy and resources. High-efficiency pumps, motor drives, heat-recovery chillers and high-efficiency boilers were several of the major improvements made in the last few years.

We have made significant strides toward our goal of becoming paperless by promoting scanning to email instead of making hard copies. In the last two years alone, we achieved an 11 percent decrease in printing. For the printing paper we do use, the majority is certified by the Forest Stewardship Council and comes from forests managed in an environmentally appropriate, socially beneficial and economically viable manner.

In regards to our electronic equipment, we review our technology needs, monitoring new developments and assessing our current equipment on an ongoing basis. Or if the equipment has reached the end of its useful life, we recycle it.

Overall, in 2016 we recycled 408,700 pounds of mixed paper and shredded material, as well as 29,000 pounds of various metals.

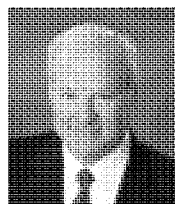
While sustainable practices are a priority for operating our company, we also share the responsibility for helping sustain the larger community. Our strategic support through donations and sponsorships (more than \$50 million in the past five years) strengthens Greater Cincinnati's health and human services infrastructure, education and youth programs, art institutions, and civic and community development efforts.

With our culture principles guiding us, we will continue to demonstrate our commitment to making both our company and our community more sustainable for many years to come.



WesternSouthern.com

*"With our culture principles guiding us, we will continue to demonstrate our commitment to making both our company and our community more sustainable for many years to come."*



A handwritten signature in black ink that reads 'John F. Barrett'.

**John F. Barrett**  
Chairman, President and Chief Executive Officer





www.whirlpoolcorp.com

"At Whirlpool Corporation, our culture of social responsibility reaches beyond just environmental impact. We believe great communities are the foundation of great business."

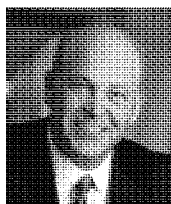
Whirlpool Corporation has built a culture of responsibility that is good for business, the environment and our communities. We are passionate about improving our consumers' quality of life while minimizing our impact on the environment. We focus on sustainable innovations that benefit our customers and our world at the same time. For example, today, a modern refrigerator uses the same energy as a 60-watt light bulb, and our average washing machine has 20 percent more capacity while being 70 percent more efficient than just 20 years ago. This is also reflected in our facilities with our goal of zero waste to landfill by 2020 and our growing use of wind turbines to offset electrical consumption in our U.S. plants.

At Whirlpool Corporation, our culture of social responsibility reaches beyond just environmental impact. We believe great communities are the foundation of great business. One in three employees volunteer, totaling almost 340,000 hours each year at more than 300 organizations, including our signature charities, United Way, Habitat for Humanity International®, Boys and Girls Clubs of America®, and Instituto Consulado da Mulher® in Brazil.

One example of our positive social impact is the Harbor Shores development in Benton Harbor, MI, where our global headquarters employs approximately 4,000 diverse professionals. Harbor Shores was a driver to remove economic blight from the area, remediate 600 acres of abandoned buildings and contaminated soil, and improve public park and recreational areas. The development was part of a plan by Whirlpool Corporation and other community leaders and organizations that realized that without improving the area, the region as a whole could not grow. Harbor Shores now includes a Jack Nicklaus public golf course, multiple housing developments, 12 miles of walking trails and a public beach on Lake Michigan, all helping to sustainably bring positive change to the entire region.

Today, the Benton Harbor First Tee youth program is based at Harbor Shores, and the Jack Nicklaus golf course is home to a million dollar annual fundraiser for Benton Harbor Boys and Girls Club, First Tee, and the local area schools. The Nicklaus course is home to the KitchenAid SrPGA Championship, bringing worldwide attention (as well as significant tourism revenue) to the area. Harbor Shores has been a vehicle for change throughout the Benton Harbor area, with new hotels, restaurants and businesses arriving each year.

As the number one manufacturer of home appliances in the world, what truly distinguishes Whirlpool Corporation is our sense of responsibility to our consumers and our communities. We will continue to grow our business and our communities through our product innovation and our commitment to the communities where we do business.



**Jeff M. Fettig**  
Chairman and CEO

Wipro's deep engagement with sustainability goes back to 2001 and now covers systemic interventions and community engagements in the areas of ecology, education, primary health care and children with disabilities. We run our programs on a strong foundation of ethical principles, good governance and sound management as articulated in our "Good Citizen" manifesto.

**Committing to a Better Environment:** Wipro's ecological sustainability program focuses on energy efficiency, carbon mitigation, water efficiency, responsible sourcing, pollution, waste management, campus biodiversity and urban resilience.

From 2015 to 2016, our initiatives in energy efficiency helped us reduce carbon emissions by nearly 85,000 metric tons. Our renewable energy footprint now comprises 22 percent of our total electricity consumption. Responsible water management is another focus area. Recycled water contributes to 38 percent of our total water consumption at our Indian operations. Wipro continues to engage with our communities through programs combining citizen participation, multistakeholder regional forums and science-based programs like Participatory Groundwater Management.

**Commitment to People and Communities:** Wipro's workplace sustainability charter is centered on the pillars of diversity, employee well-being, health and safety, continuous learning, and employee empowerment. We take pride in the fact that one-third of our global workforce are women, and our employees come from more than 100 nationalities, working in 55 countries. We were one of the early pioneers in hiring and nurturing persons with disabilities. We have more than 370 persons with disabilities working with us today.

The sustainability challenges of today demand out of the box approaches and going beyond traditional limitations. Over the past three years, we have been engaged in some serious work around STEM (science, technology, engineering and math) education in the United States. In collaboration with University of Massachusetts Boston, Mercy College, Montclair State University and Michigan State University, we have worked with nearly 300 teachers in 20 school districts to develop their capacities to be better teachers and change leaders in their districts. These schools primarily serve underserved, disadvantaged sections in those districts. The real impact, though, lies in the multiplier effect that will be generated as the teachers and other partner institutions act as agents of lasting change. We have also signed on to the Million Women Mentors initiative, which seeks to mentor women and girls in STEM careers, and First Book, a Washington, DC-based nonprofit that provides free books to children in need throughout the country.

Wipro Cares is a not-for-profit trust running on employee contributions matched by Wipro. More than 40,000 employees are active contributors and volunteers for various initiatives worldwide. Our work, in collaboration with more than 100 partners, has reached 300,000 people from disadvantaged areas and a million children from nearly 20,000 schools across all geographies.

Wipro is a seven-time member of the Dow Jones Sustainability Index and part of the A list of leaders in the CDP (formerly the Carbon Disclosure Project). At Wipro, we remain committed to further strengthening our sustainability initiatives and thereby contributing to the larger global vision of making our world a better place.



[www.wipro.com](http://www.wipro.com)

*"Good citizenship at Wipro is intrinsic to our core values of acting with integrity and sensitivity."*



**Abidali Neemuchwala**  
CEO



[www.wpp.com/wpp/sustainability](http://www.wpp.com/wpp/sustainability)

"We were proud to help launch Common Ground in 2016, a new collaboration between the six biggest marketing services networks in support of the global goals."

WPP is the world's largest communications services group with more than 200,000 people working in 3,000 offices in 113 countries.

We have been working on sustainability issues for many years, publishing our first responsible business report in 2002 and setting our climate change target in 2006.

We have learnt a lot in the years since, and one of the most significant lessons has been the importance of partnership in tackling sustainability challenges. That's why we are strong supporters of the United Nations Sustainable Development Goals and their ambition to bring countries, businesses, nongovernmental organizations and individuals together to end poverty, protect the planet and ensure prosperity for all.

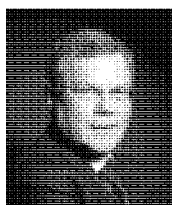
We were proud to help launch Common Ground in 2016, a new collaboration between the six biggest marketing services networks in support of the global goals. Through Common Ground we are putting aside our competitive differences and using the power of communication to help stimulate progress in tackling the world's sustainability challenges. WPP is focusing on the goal of gender equality, which is important both in its own right as well as having knock-on benefits for tackling poverty and improving education and economic growth. We are collaborating internally and with the other networks to drive progress as well as encouraging clients to get involved. This partnership builds on our long heritage of pro bono work — providing professional communications services for little or no fee. Pro bono campaigns enable organisations working in areas such as the environment, human rights and antipoverty to raise awareness and funds, recruit new members, and bring about positive change. Our social investment, including pro bono work and charitable donations, was worth £19.5 million in 2016, equivalent to 1.03 percent of reported profit before tax.

We continue to make progress on other sustainability issues within our business. We reduced our per-head carbon footprint by 9 percent last year and our energy use by 2 percent. We invested in skills, offering more than 6,400 paid internships and apprenticeships and providing training worth £45.1 million for our people. Women now make up 48 percent of our senior managers. We clarified our commitment to human rights by publishing our Human Rights policy statement and joining the United Nations Global Compact and continued to work on improving standards in areas such as privacy and supply chain management.

We look forward to working together to make further progress on these issues in 2017.

## 10 YEARS OF SHARED SUCCESS Our Carbon Footprint — 10 Years of Progress

We have been working to reduce our carbon footprint for 10 years, investing in improving the energy efficiency of our buildings and information technology, purchasing green energy, and reducing unnecessary business travel. I'm pleased to report that we have cut our per-head carbon footprint by 45 percent since 2006, on track for our target of 47 percent by 2020.



**Sir Martin Sorrell**  
Group Chief Executive

From our earliest days, we have believed that a successful company should provide both business and social benefits. This is embedded in our corporate goals that were established by our founder more than a century ago and still ring true. It leads us to consider human, economic and environmental impacts as we develop products, services and solutions; manage our operations; and care for our employees and communities. These corporate values require us to hold ourselves to the highest standards of corporate social responsibility including ethics, diversity, philanthropy and sustainability.

Together with our customers, employers, suppliers and other stakeholders, we strive to preserve and protect the environment and the health, safety and wellness of our employees, customers and communities where we operate.

On an annual basis, we have reduced energy consumption in our operations by 12 percent and cut greenhouse gas emissions by 20 percent — that's 65,000 tons of carbon dioxide equivalents. Globally, our returns program has led to the reuse, recycle and/or remanufacture of equipment, parts and consumables and prevented nearly 47,500 metric tons of waste from entering landfills annually. Xerox joined the Sustainable Electronic Recycling International coalition as a founding member of the R2 Leader Program. R2 Leaders commit to supporting responsible and sustainable electronics repair and recycling as described in the R2 Standard. Additionally, R2 Leaders, including Xerox, are taking leadership roles in projects for responsible reuse and recycling around the globe. These projects may lead to economic and employment opportunities for people around the world, in addition to environmental benefits.

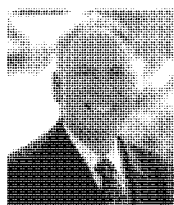
Xerox has always been about innovating how the world communicates, connects and works. Take, for example, two-sided copying, power down mode and digital document management, which we introduced in the 1980s. These breakthrough technologies transformed the way the world works ... more efficiently, cost effectively and sustainably.

With a legacy of sustainability and expertise in understanding how, where and why people communicate and use information, Xerox is uniquely qualified to once again dramatically change the way the world works. We are driven to innovate in the field of imaging, data sharing, security and collaboration. We will bring a powerful combination of capabilities to the market and enable enterprises of all sizes so they can reach their business objectives and, with us, create a more sustainable world.



[www.xerox.com](http://www.xerox.com)

"We are proud of the positive effects of our citizenship efforts, and we are even more excited for the possibilities ahead. Achievements would not be possible without the dedication of our employees globally, who deliver outstanding service to our customers while supporting the communities we serve."



**Jeff Jacobson**  
CEO



[www.xylemsustainability.com](http://www.xylemsustainability.com)

"More than ever before, technological innovation and smart infrastructure have the potential to change the way water is managed. At Xylem, we help solve water — and in the process, we help our customers build more sustainable operations and ultimately more resilient communities around the globe."

The need to expand access to clean water and sanitation to ensure water security for all remains one of the global community's greatest challenges. A rapidly growing population and increasing urbanization further strain our aging, overtaxed or inadequate water infrastructure. These challenges are exacerbated by the effects of climate change, such as the growing incidence of extreme weather events like prolonged droughts and severe flooding.

At Xylem, a leading developer of water technology and smart infrastructure solutions, we embrace these challenges as opportunities to create shared value. More than ever before, technological innovation and smart infrastructure have the potential to change the way water is managed — from the original source to its use and reuse to the treatment of wastewater to its return to the environment. At Xylem, we help solve water — and in the process, we help our customers build more sustainable operations and ultimately more resilient communities around the globe.

Innovation will continue to be a key driver of our progress. Sometimes this comes in the form of new technologies, such as our introduction of Flygt Concertor, the world's first wastewater pumping system with integrated intelligence. With sensors that optimize real-time performance, Concertor has delivered in the field up to 70 percent energy savings compared with conventional pumping systems and prevented pump station failures that endanger public health. This is just one of many innovations that will help us generate at least \$1 billion in revenue from new products by 2020.

In 2016, acquisitions also helped to move Xylem's portfolio of solutions up the technology curve. In particular, the additions of Sensus and Visenti advanced our innovation capabilities in smart infrastructure and systems intelligence. With Sensus, we now offer highly accurate metrologies, network communications and data analytics solutions in the water, electric and gas sectors. Visenti brings to Xylem advanced data analytics solutions that help utilities optimize their drinking water networks. Both businesses expand our capabilities to extract actionable insights from customer data to optimize their operations.

Finally, we believe that collaboration will accelerate our progress in solving water challenges. We continued that work last year investing in new partnerships with academia, research institutes and nonprofits and collaborating with partners and customers to advance the development of sustainable solutions.

The world's water problems are challenging, but they are not unsolvable. With curiosity, commitment and collaboration, we are confident that Xylem will contribute solutions that will advance our progress toward a more sustainable world for all.



**Patrick K. Decker**  
President and CEO

At Zoetis, the world's leading animal health company, **we deliver the greatest shared success and value for our business and society by achieving three goals: improving the health of animals; enhancing the sustainability of animal agriculture; and enriching the lives of our customers, colleagues and communities where we operate.** We use our resources, expertise and diverse portfolio of medicines and vaccines to help build a better business and a better world.

From an environmental perspective, we **pursue opportunities to improve the efficiency of our manufacturing operations while adding value to our business.** For example, at our manufacturing site in Lincoln, NE, we have reduced energy by more than 8,340 megawatt-hours per year (equivalent to approximately 3,640 tons of carbon dioxide per year). We've also implemented a project at our site in Catania, Italy, to reduce water use by more than 44,000 cubic meters per year (equivalent of 11.5 million gallons per year).

We also have a unique ability to improve and **advance animal health** through our research and development in ways that support veterinarians and livestock farmers in the care of their animals. Among the 200 product approvals received in 2016 was Cytopoint™, the first monoclonal antibody licensed in the United States to help reduce itching associated with atopic dermatitis — among the top reasons dog owners visit veterinarians for care. We also play a key role in **responding to emerging infectious diseases** that can affect public health. In 2016, Zoetis was awarded a conditional license by the U.S. Department of Agriculture for our vaccine to aid in the prevention of avian influenza H5N1, which killed millions of chickens in 2015.

A safe, abundant and *sustainable* supply of meat, poultry, milk and eggs begins with healthy animals. **In our work, we are placing ever-greater emphasis on disease prevention with vaccines.** Our leading vaccine franchises help control the most common and costly infectious diseases that can harm our sources of protein — pigs, cattle, poultry and fish.

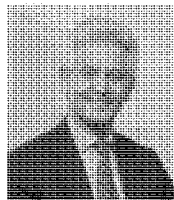
**Finally, we are committed to the future of the veterinary profession** through programs like our Commitment to Veterinarians™ initiative in the United States, the International Veterinary Collaboration for China and the African Small Companion Animal Network. Such programs allow us to give back to our customers and communities by advancing standards of veterinary care and increasing access to it.

We invite you to learn more about Our Six Responsibilities and our accomplishments to fulfill them at [www.zoetis.com/responsibility](http://www.zoetis.com/responsibility).



[www.zoetis.com/responsibility](http://www.zoetis.com/responsibility)

"At Zoetis, the world's leading animal health company, we deliver the greatest shared success and value for our business and society by improving the health of animals; enhancing the sustainability of animal agriculture; and enriching the lives of our customers, colleagues and communities where we operate."



A handwritten signature in dark ink, appearing to read "J. Alaix".

**Juan Ramón Alaix**  
Chief Executive Officer





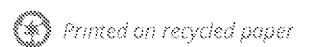




More Than Leaders. Leadership.

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**on behalf of** ECOS [ecos@ecos.org]  
**Sent:** 11/17/2017 8:41:39 PM  
**To:** Munoz, Charles [munoz.charles@epa.gov]  
**Subject:** Dunn Appointed to Lead U.S. EPA R1, Members Speak around the World, ECOS Issues Innovations Green Report, & More

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Friday, November 17, 2017

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**ECOSWIRE will not be published next week and will resume publication on Friday, December 1. From all of us at ECOS, Happy Thanksgiving!**

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**ECOS Executive Director Dunn Appointed  
U.S. EPA Region 1 Administrator**

U.S. EPA Administrator Scott Pruitt announced yesterday that ECOS Executive Director and General Counsel Alexandra Dapolito Dunn will become the Region 1 Administrator, effective January 7. Dunn will remain at ECOS until January 5, working with members and staff on transition preparation and performing her regular duties.

"Alexandra Dunn is exceptionally qualified to carry out administrative duties to lead our New England office," said Pruitt. "Not only has she spent the last several years developing effective environmental policies for our state partners, but [she] has also helped shape a number of aspiring environmental lawyers at one of the nation's leading environmental law programs. Her service to others will be key to helping implement this administration's positive environmental agenda for our Northeast region."



*Alexandra Dunn*

Dunn has more than two decades of experience in environmental law, legislation, policy, and regulatory affairs. Prior to joining ECOS in 2014, she served as Executive Director and General Counsel for the Association of Clean Water Administrators. Last month, Dunn was elected to the Board of Regents of the American College of Environmental Lawyers, and she serves on the Executive Committee and Board of Directors of the Environmental Law Institute. She has chaired the American Bar Association (ABA) section of Environment, Energy, and Resources and its World Justice Task Force, and served on the ABA Presidential Task Force on Sustainable Development.

In her letter to the ECOS officers regarding the announcement, Alex stated: "Serving the leaders of the nation's state environmental agencies since April 2014 has been an incredibly rewarding experience. Together with you, and the Officers and Executive

Committee members preceding you, we have not only achieved, but exceeded many important goals. These include maintaining wide state support across the political spectrum, adopting a strategic plan through 2020 for both ECOS and the Environmental Research Institute of the States (ERIS), receiving strong grant funding and enhancing our reserve fund, and building a dynamic and engaged Executive Committee enhanced by dedicated committee Vice Chairs. The recent launch of ECOS Results, with many states prepared to join the effort before March 2018, is a concrete example of state leadership and a collective commitment to transparently discussing environmental and public health outcomes, as is ECOS' work on Cooperative Federalism 2.0. I am most proud of the excellent staff we have recruited to, and retained at, ECOS. I am confident these talented individuals will keep ECOS moving forward as you prepare to bring on a new Executive Director. I firmly believe in the state environmental and public health protection mission and advancing the capacity and effectiveness of state agencies. As I enter my new role, I will remain true to the example of public service that you and the entire membership have demonstrated to me in my time at ECOS. Again, thank you for the privilege of being a part of ECOS. Now poised to enter its 25th Anniversary year, I am certain that ECOS will remain essential and thrive for many decades to come."

ECOS' bylaws provide for a structure for retaining an Executive Director. The officers and the ERIS President will serve as the search committee and will work in consultation with the Executive Committee.

With Dunn's arrival at Region 1, Acting Regional Administrator Deb Szaro will return to her permanent position as Region 1 Deputy Regional Administrator.

To read the full EPA announcement, including accolades from ECOS members in Region 1 and others, click [here](#). [Parisien]

## **ECOS Signs on to Decentralized Wastewater Management MOU**

ECOS this week became the newest and 19th signatory to the *"Decentralized Wastewater*

*Management Memorandum of Understanding between the U.S. Environmental Protection Agency and Partner Organizations.*” Approximately one in five U.S. homes and 16 percent of new housing units are served by decentralized systems. The MOU is designed to bring together federal, state, local, technical, and health groups to improve the overall performance and management of decentralized systems to advance watershed protection and protect public health.

Membership in the partnership complements ECOS Resolution 16-5, which among other goals encourages identification of financing approaches that help communities make sustainable decisions for drinking water and wastewater infrastructure investment and supports leveraging opportunities across federal, state, local, and private authorities to make more resources available to communities. As partnership activities get underway, ECOS will be represented by Chris Wieberg, Director of Missouri Department of Natural Resources’ Water Protection Program.

Learn more about EPA’s work on decentralized systems [here](#). [Dunn]



*MOU signatories, including Executive Director Alexandra Dunn (fifth from left in back row) on behalf of ECOS, gather at U.S. EPA Headquarters*

## **ECOS Members Appear on Panels at COP23 in Bonn**

ECOS members Matthew Rodriguez of California and Ben Grumbles of Maryland, along with New York Department of Environmental Conservation Deputy Secretary Jared Snyder, are representing their states as panelists at the 23rd Conference of the Parties (COP23) to the United Nations Framework Convention on Climate Change (UNFCCC) in Bonn, Germany. They have been joined by California Governor Jerry Brown, Oregon Governor Kate Brown, Washington Governor Jay Inslee, Virginia Governor Terry McAuliffe, and various state leaders from Colorado, Hawaii, Massachusetts, Minnesota, and Vermont.

While attending the COP23, ECOS members participated in multiple panel discussions. Secretary Rodriguez participated on two panels: *Subnational Action* and *U.S. Governors' Panel: State Actions, Goals, and Collaborations*. Secretary Grumbles participated on the *Climate and Clean Energy Policy in the U.S.: State Leaders Speak Out* panel. Deputy Commissioner Snyder participated on *Subnational Action on Climate Change with International Partners: Public/Private Collaboration* and *Subnational Action: Regional and Cross-border Collaboration*.

On November 11 in Bonn, several states including California, Maryland, and New York, along with U.S. cities, companies, and universities, announced plans to meet the commitments of the Paris climate accord despite U.S. plans to withdraw from the deal. The group, called America's Pledge, said it would continue to pursue efforts to reduce carbon emissions, including promoting renewable sources of energy. [Poole]





## **States Meet with U.S. DOE, Others on Nuclear Cleanup**

This week, state environmental agency directors and staff met with the U.S. Department of Energy (DOE) and other stakeholders about cleanup of the nuclear weapons complex at the annual DOE Intergovernmental Meeting. ECOS Members Greg Lovato of Nevada and Butch Tongate of New Mexico, along with staff from seven additional states and ECOS, gathered with DOE in San Antonio, Texas with local community representatives, Attorneys General staff, tribal members, and state legislators.

Topics ranged from social media and emergency response to managing nuclear waste. In breakout sessions, an array of stakeholders from each of the cleanup sites had the opportunity to discuss local challenges and priorities. [Hanson]

## **Shaw of Texas and U.S. EPA RAs Testify on Hurricane Response**

This week, Chairman Bryan Shaw of Texas, alongside U.S. EPA's Region 2 and 4 Administrators and Region 6 Acting Administrator, participated in the House Energy and Commerce Environment Subcommittee Hearing on *Response and Recovery to Environmental Concerns from the 2017 Hurricane Season*. The four witnesses shared their unique experiences on the road to recovery following the 2017 hurricane season, reflecting on recovery progress, lessons learned, and how Congress can be of assistance.

In his testimony, which was his second before the subcommittee on hurricane response, Chairman Shaw highlighted how important a strong cooperative relationship has been in the hurricane response and recovery efforts in Texas, and how ECOS' Cooperative Federalism 2.0 campaign has led to strides in strengthening the state-federal relationship.

Asked by Energy and Commerce Chairman Greg Walden (R-OR) if the committee can be assured that Superfund sites have been secured and that there has been no drinking water contamination, the panel of witnesses responded with a unanimous yes.

Shaw will return to the Hill on **November 29** to testify before a Senate subcommittee on cleanup efforts surrounding waste and Superfund sites following natural disasters.

[Swanson]



*U.S. EPA Region 2 Administrator Pete Lopez, Region 4 Administrator Trey Glenn, Region 6 Acting Administrator Sam Coleman, and Bryan Shaw of Texas (left to right at witness table).*

## Pruitt to Appear before House Panel in December

U.S. EPA Administrator Scott Pruitt will appear before the House Energy and Commerce Subcommittee on Environment on **December 7**. His last visit to Capitol Hill was for the House and Senate hearings this past June to discuss the Trump administration's fiscal 2018 budget plan for the agency.

"We're looking forward to receiving a much-needed update from Mr. Pruitt on his priorities for the agency, including his stated policy of getting EPA 'back to the basics' and its impact on the agency's activity going forward," said Energy and Commerce Chairman Greg Walden (R-OR).

More information on the hearing will be available on the committee's website [here](#). The Senate Environment and Public Works Committee also announced this week that Administrator Pruitt will appear before that panel in January. [Poole]

## Congressional Leaders Weigh Another Continuing Resolution

House Speaker Paul Ryan (R-WI) announced this week that he and other congressional leaders are considering a Continuing Resolution (CR) to keep the federal government running beyond the current December 8 CR expiration and give congressional appropriators more time to negotiate FY 2018 spending levels.

An additional CR would require lawmakers to remain in Washington closer than usual to the December holidays, but Ryan said he does not plan to extend the deadline for passing an omnibus appropriations bill into the New Year. [McAleer]

## **ECOS All-Member Call Features Work with U.S. EPA ORD**

ECOS held its monthly All-Member Call yesterday to address the valuable work of the Environmental Research Institute of the States (ERIS) and U.S. EPA Office of Research and Development (ORD).

ERIS President David Paylor of Virginia discussed the growing relationship between states and ORD, including efforts to incorporate state research into EPA's strategic planning, coordinating on state research needs, and providing tools and contacts for states seeking assistance with scientific or technical needs. ORD staff fielded several state questions and discussed opportunities for collaboration.

ERIS is planning several activities to further the relationship with ORD. For more information, contacts, and other resources, visit the [ERIS website](#). [Longworth]

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## **State News You Can Use**

[Michigan Establishes PFAS Action Response Team](#)

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## Mississippi Announces New Restoration Projects and Related Proposals

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## Several States Mark America Recycles Day

### **ECOS Resource of the Week**

#### **ECOS 2017 Innovations *Green Report***

ECOS is pleased to announce the release of a *Green Report* spotlighting all 28 excellent nominations for its 2017 State Program Innovation Awards. The *Green Report* is innovative in itself, as it now has an interactive table of contents and a whole new look!

State environmental agencies are proven leaders in developing cutting-edge approaches that enable a more efficient and effective use of resources. By sharing initiatives with their state counterparts, ECOS members can help others solve pressing challenges, both in protecting human health and the environment and in enhancing operations within agencies themselves.

ECOS launched the awards program a decade ago to recognize environmental agency practices that can serve as replicable models for other states. This year,

nominations were sought in the areas of business process improvement, community outreach, and land revitalization – as well as air and water. The association was pleased to receive several compelling nominations, six of which were selected by the ECOS Executive Committee for award recognition at the Fall Meeting in Jackson Hole, Wyoming.

ECOS also created a short [video](#) to showcase this year's award recipients.

[Parisien]

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## Need-to-Know News in Water, Air, & Environmental Justice

### U.S. EPA, Army Corps Propose to Delay WOTUS Effective Date

*Area of Focus:* [Water](#)

U.S. EPA and the U.S. Department of the Army announced yesterday a proposal to amend the effective date of the 2015 rule defining waters of the United States (WOTUS). The agencies are proposing that the 2015 rule would not go into effect until two years after the proposal is finalized and published in the *Federal Register*, in order to give the agencies the time needed to reconsider the definition of WOTUS.

"Today's proposal shows our commitment to our state and tribal partners and to providing regulatory certainty to our nation's farmers, ranchers, and businesses," said EPA Administrator Scott Pruitt.



The 2015 rule, which redefined the scope of where the Clean Water Act applies, had an effective date of August 28, 2015. Implementation of the 2015 rule is currently on hold as a result of the Sixth Circuit's nationwide stay of the rule, but that stay may be affected by a pending Supreme Court case. The 2015 rule is also stayed in 13 states due to a North Dakota district court ruling.

The agencies' proposal is separate from the two-step process the agencies propose to take to reconsider the 2015 rule. The comment period for the Step 1 rule closed in September, and the agencies are working to review the comments received from the public. The agencies are also in the process of holding listening sessions with stakeholders as they work to develop a proposed Step 2 rule that would revise the WOTUS definition.

The agencies will accept public comment on the proposal for 21 days following publication in the *Federal Register* and plan to move quickly to take final action in early 2018.

Additional information is available [here](#). [Parisien]

## **Senate EPA Hears Testimony on Four Air Bills**

***Area of Focus:*** *Air*

On November 14, the Senate Environment and Public Works Subcommittee on Clean Air and Nuclear Safety heard testimony on four bills:

- [S. 1857](#), introduced in September by the panel's Chairwoman, Sen. Shelley Moore Capito (R-WV), to push back the compliance deadline for the second and final phase of new emission standards for wood stoves from May 2020 to May 2023.
- [S. 839](#), introduced in April by Sen. Roger Wicker (R-MS) to spare manufacturers of bricks and ceramic tiles from having to meet U.S. EPA's 2015 regulations for the industry until all legal challenges are resolved.
- [S. 203](#), introduced in January by Sen. Richard Burr (R-NC), to lock in place a long-standing loophole that exempts converted racing cars from the Clean Air Act's ban



on tampering with any part of a vehicle's emission control equipment, as long as the change is needed to outfit the car for competition.

- S. 1934, introduced last month by Dan Sullivan (R-AK) and Lisa Murkowski (R-AK), which would block imposition of new regulations on diesel generators only after EPA determines that they "will not negatively affect electricity or energy reliability in any remote area" of Alaska.

Companion versions of the first three measures were the subject of a September hearing by the House Energy and Commerce Subcommittee on Environment, but they have not since advanced. In a statement at the time, U.S. EPA Administrator Scott Pruitt broadly endorsed congressional efforts to make the regulations more flexible. [Poole]

## **U.S. EPA Announces Availability of \$1.2 Million in EJ Problem-Solving Funding**

*Area of Focus: Environmental Justice*

U.S. EPA announced this week the availability of \$1.2 million for Environmental Justice Collaborative Problem-Solving Cooperative Agreements. These funds will be distributed to 10 community-based organizations that work to address environmental justice issues nationwide. Each recipient will receive up to \$120,000 for two-year projects that create self-sustaining, community-based partnerships that will continue to improve local environments.

Eligible organizations are encouraged to apply by **February 16, 2018**. For more information, click [here](#). [Parisien]

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## **ITRC**

Interstate Technology and Regulatory Council

## ITRC Issues Handy PFAS Fact Sheets

The Interstate Technology and Regulatory Council (ITRC) is pleased to announce the release of its first three technical fact sheets on Per- and Polyfluoroalkyl Substances (PFAS):

1. History and Use
2. Regulations, Guidance, and Advisories
3. Naming Conventions and Physical and Chemical Properties

The PFAS Technical Team has worked diligently to provide reliable, easily understood information about the whole spectrum of PFAS issues. The fact sheets also provide an extensive reference list that will allow readers to delve into details as needed. The fact sheets are living documents and will be updated as more technical and regulatory information becomes available.

The last three fact sheets will be published in December 2017. The team is also working on an in-depth guidance document which will deepen understanding of the technical and regulatory aspects of PFAS, as well as another fact sheet focused on aqueous film-forming foams. The History and Use fact sheet has been translated into Spanish.

To access the fact sheets, click [here](#). [Bodi]

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## The Exchange Network

*The Exchange Network*

### Final FY 2018 Exchange Network Grant Solicitation Notice Issued

The FY 2018 National Environmental Information Exchange Network Grant Program Solicitation Notice is now available here. Applications are due to U.S. EPA by **January 26, 2018**.

The primary outcome expected from Exchange Network (EN) assistance agreements is improved access to, and exchange of, high-quality environmental data from public and private sector sources. With this outcome in mind, applications should demonstrate support for and results toward EN program priorities.

In FY 2018, EPA expects to award about \$6 million for 20-25 assistance agreements for EN projects. Most awards will be in the \$50,000 to \$300,000 range. Awards for an individual assistance agreement cannot exceed \$200,000. EPA may make a limited number of awards to collaborative partnership assistance agreements. Budgets for these projects cannot exceed \$400,000. The exact number of assistance agreements will depend on the final amount of EPA's appropriation for the EN grant program, the number of applications submitted to EPA by the application deadline, the amounts of proposed budgets, and the outcome of application reviews.

EPA only accepts project proposals for EN assistance agreements submitted electronically through Grants.gov, unless applicants have a waiver. EPA anticipates that it will announce selection decisions in or around June 2018, and tentatively plans to issue awards by July 31, 2018.

For more information, please contact EPA's [Salena Reynolds](#). [Parisien]

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## Associations News

### NACAA Announces New Committee Leaders

The National Association of Clean Air Agencies has announced new leaders to three of its 13 committees.

Mark Buford of the Northwest Clean Air Agencies in Washington has been named Local Co-Chair of Training, joining Mike Dowd of Virginia. Alberto Ayala of Sacramento, California has been tapped as the local Co-Chair of the Committee on Global Warming along with State Co-Chair Stu Clark of Washington. Kevin Stoner of Nebraska will serve as Co-Chair of the Committee on Agriculture, joining Local Co-Chair Merlyn Hough of the Lane Area Regional in Oregon. [Parisien]

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## Upcoming Events

### ECOS Calls

#### Superfund Workgroup

The ECOS Superfund Workgroup will hold its next call on **November 27 at 2:30-3:30 p.m. Eastern** to continue state-U.S. EPA discussion of implementing the recommendations of the EPA Superfund Task Force. The workgroup is chaired by ECOS Waste Committee Chair Scott Thompson, Director of the Oklahoma Department of Environmental Quality, and has the regular participation of EPA Task Force Chair Kell Kelly, Senior Advisor to the Administrator, and other EPA leaders.

The call will include a report-out on Superfund discussions at the recent ASTSWMO Annual Meeting by ASTSWMO CERCLA/Brownfields Subcommittee Chair Amy Brittain of Oklahoma and former ASTSWMO Past President Bonnie Buthker of Ohio. It will also include a discussion with U.S. EPA on engaging states in priority reform recommendations.

Call participants will provide input on the solutions proposed.

For more information, please contact [Lia Parisien](#) of ECOS. [Parisien]

## **Shale Gas Caucus**

The ECOS Shale Gas Caucus (SGC) will kick off its Phase 3 cross-media webinar series on **December 6 at 2-3 p.m. Eastern** with a discussion of preventing produced water spills and leaks. Moderated by SGC Co-Chairs Dave Glatt of North Dakota and Martha Rudolph of Colorado, the call will feature Scott Anderson and Dan Mueller of the Environmental Defense Fund and Roy Hartstein of Southwestern Energy. Jim Kenney of U.S. EPA's Office of Enforcement and Compliance Assurance will follow with an announcement of an SGC success story in the area of produced water.

For more information, please contact [Lia Parisien](#) of ECOS. [Parisien]

## **December All-Member Call**

ECOS will hold its remaining 2017 All-Member Monthly Call on **December 14 at 3-4 p.m. Eastern** on data and analytics.

Please mark your calendars now. An agenda with dial-in information will be emailed to all ECOS members prior to the call. [Swanson]

## **Webinars**

### **U.S. EPA and Army Corps on WOTUS by Sector**

U.S. EPA and the U.S. Army Corps of Engineers have held a series of teleconferences to hear from stakeholders their recommendations for revising the definition of "Waters of the United States" under the Clean Water Act.

The last teleconference in the series will be held with the general public on **Tuesday, November 21 at 1-3 p.m. Eastern.** [Piper]

## **U.S. EPA on Drinking Water Issues**

U.S. EPA's Office of Research and Development and Office of Water host a monthly webinar series on small drinking water systems. Their schedule for the rest of the year is:

- **November 28** - Lead in Schools and Selecting Lead Free Fixtures
- **December 12** - Residual Chlorine and Calibration Check for Chlorine Instruments

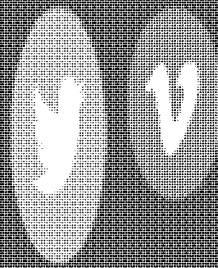
More information on the small systems webinars, including recordings of past webinars and how to register, is available here. [Hanson]

## **U.S. EPA Tools and Resources Webinar**

U.S. EPA will hold its next monthly Tools and Resources Webinar on **December 13 at 3-4 p.m. Eastern**. The call will discuss the Causal Analysis/Diagnosis Decision Information System (CADDIS), an online resource that helps scientists find, organize, and use information to determine the likely causes of adverse biological effects in aquatic ecosystems.

EPA will highlight case studies in states that have used the tool and describe its uses for analyzing data and identifying common stressors (including physical habitat, nutrients, metals, pH, toxic substances and temperature).

To register, click here. [Longworth]



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Message

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**From:** Doug Ericksen [Ex. 6]  
**Sent:** 2/2/2018 4:25:22 PM  
**To:** Munoz, Charles [munoz.charles@epa.gov]  
**Subject:** Re: Ericksen

Feel free to share it. The Seattle Times loves it because they are generating 100 times more clicks than with the rest of their op eds.

Ericksen

On Feb 1, 2018, at 6:20 AM, Munoz, Charles <[munoz.charles@epa.gov](mailto:munoz.charles@epa.gov)> wrote:

This is great, thanks Doug.

Charles Munoz  
White House Liaison  
Environmental Protection Agency

**Ex. 6**

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**From:** Doug Ericksen [mailto: [Ex. 6]  
**Sent:** Wednesday, January 31, 2018 6:19 PM  
**To:** Munoz, Charles <[munoz.charles@epa.gov](mailto:munoz.charles@epa.gov)>  
**Subject:** Ericksen

Hi Charles. Hope things are going well.

This is from today's online version of the Seattle Times. It will be in the print edition tomorrow.

Ericksen

**Ex. 6**

<https://www.seattletimes.com/opinion/state-sen-doug-ericksen-trumps-first-year-has-been-a-resounding-success/>

## State Sen. Doug Ericksen: Trump's first year has been a resounding success

Originally published January 31, 2018 at 10:01 am Updated January 31, 2018 at 12:08 pm





President Donald Trump walks toward the White House in August. (Alex Brandon / The Associated Press)

No matter how you slice it and no matter how you feel about the results, Trump's first year in office is one of the most successful of all time.

## Share story

By

Doug Ericksen

Special to The Times

President Donald Trump is one year into his first term, and as an early Trump supporter I am pleased with the results. And I am not alone.

Wednesday's Rasmussen Reports nationwide poll has Trump's approval rating at 44 percent. That approval rating is significantly higher than many people might expect and is even more impressive when you consider that 90 percent of Trump's media coverage has been negative. Clearly, Trump is a different type of leader. A core difference is that he's actually keeping his campaign promises.

## Other views

'An effective speech does not equal effective policy'

'The meaningless words of a president who creates his own reality'

Trump promised a conservative Supreme Court nominee, and he won confirmation of a quality Supreme Court Justice in Neil Gorsuch. At the federal Appeals Court level, Trump has more first-year confirmed federal appeals court appointments than his predecessor. The stock market is hitting all-time highs. Job creation is surging. Unemployment for black and Hispanic Americans are at all time lows. Unemployment for women is at a 17-year low. The Trump tax-relief package is delivering almost instant benefits to American workers and businesses. Bonuses are flowing to workers, new jobs are being created, salaries are increasing, and the vast majority of all Americans will see more money in their paychecks due to lower taxes.



**State Sen. Doug Ericksen**, R-Ferndale, represents Whatcom County's 42nd Legislative District. Washington state now anticipates 20,000 new jobs and hundreds of millions of increased tax revenues thanks to the new federal tax code. Apple alone will bring back \$350 billion from overseas to create tens of thousands of high-wage jobs in America.

## Top Opinion Stories

- [State Sen. Doug Ericksen: Trump's first year has been a resounding success | Op-Ed](#)
- [Work to ensure Boeing builds its next jet in the Puget Sound region | Editorial](#)
- [An effective speech does not equal effective policy | Ross Douthat / Syndicated columnist](#)
- [Hirst deal is only the beginning of state's work on water-rights issues | Editorial](#)
- [Atlantic-salmon spill: 'Wake-up call' | Letter to the editor](#)
- [Phase out Atlantic fish farming in Washington waters | Op-Ed](#)

The Trump administration is reducing regulations and allowing Americans to lead the way on new energy and manufacturing jobs. Many credit the hard work being done by the Trump Administration on the regulatory front for the surging economy.

Trump's foreign policy is racking up wins on the international stage.

Internationally, ISIS is on the run and nearly destroyed. North Korea and South Korea are talking and sending a joint team to the Winter Olympics. The president of South Korea credits Trump's leadership for these historic changes.

Trump delivered the long promised announcement that the American embassy in Israel will relocate to Jerusalem. Trump is correcting the very bad Iran nuclear deal put in place by President Barack Obama. The U.S. has withdrawn from the badly flawed Paris Climate Accord while we continue to reduce carbon production here at home while China and India are seeing large increases.

Trump is keeping his promise to secure our borders, and make immigration policy work for American prosperity by demanding funds for a border wall and lobbying Congress to end chain migration and immigration lottery programs.

Trump promised to put "America First," and that is what he is doing.

Sure, there have been bumps and hitches in the first year, just like every administration will have some growing pains. Trump communicates like no other president in history. Like the great communicator, President Ronald Reagan, Trump takes his message directly to the American people.

Unlike Reagan, Trump's tone is harsher and more combative. But Trump is a New York street fighter working in a much coarser political world than Reagan lived in. When you hit Trump, he will hit back, and many Americans like having a person in the White House who will fight for them.

No matter how you slice it and no matter how you feel about the results, Trump's first year in office is one of the most successful of all time.

Doug Ericksen